



**MECKLENBURG COUNTY SHERIFF'S OFFICE**  
*Sheriff Irwin Carmichael*



**Delivery of Police Services to the Extraterritorial  
Jurisdictions (ETJs), the Unincorporated Areas  
of Mecklenburg County by the  
Mecklenburg County Sheriff's Office**

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## EXECUTIVE SUMMARY

### **Delivery of Police Services to the Extraterritorial Jurisdictions (ETJs), the Unincorporated Areas of Mecklenburg County by the Mecklenburg County Sheriff's Office**

#### **Introduction**

The Mecklenburg County Manager's Office requested the US ISS Agency, LLC (ISS) to determine the resources and costs required for the Mecklenburg County Sheriff's Office (MCSO) to provide the full range of law enforcement services in the unincorporated, extraterritorial jurisdictions (ETJs) of Mecklenburg County (excluding those of Huntersville, Cornelius, and Davidson). Accordingly, this study describes the staffing, budget, and operational resources that would be necessary to achieve this objective, it provides an estimate of the time required for the transition, and it summarizes the issues involved in implementing the recommendations made.



Currently, the MCSO operates the County's jails, provides security for the county courthouse, serves civil processes, and provides fugitive functions for Mecklenburg County, in both the incorporated and unincorporated areas, but it does not provide direct police services. Since 1993, the Board of County Commissioners has contracted with the City of Charlotte to provide direct police services to the unincorporated areas of the county, all of which are included within the extraterritorial jurisdictions, or ETJs, of the City of Charlotte or one of the county's six smaller towns. The Charlotte Police Department and the Mecklenburg County Police Department were merged to create the Charlotte-Mecklenburg Police Department (CMPD) to provide these police services. This arrangement continued with only slight modifications until 2017. In April of 2017, the County Manager's Office, after a vote of the Board of County Commissioners, notified the City of Charlotte of their intent to terminate the existing contract. This means, among other changes, that the County will need to make a new contractual arrangement (or arrangements) for the provision of police services in the unincorporated areas by July 1, 2018. The MCSO is interested in assuming this responsibility. Accordingly, the MCSO commissioned ISS to develop a plan for them to provide these services. The plan will encompass police services for all unincorporated areas within the County south of Huntersville, but will specifically exclude the unincorporated areas which now lie within the ETJs of Huntersville, Cornelius, and Davidson.

The study does not examine the level or quality of police services currently delivered by the CMPD in these areas, nor does it consider the impact on CMPD operations in the event the MCSO assumes responsibility for providing these services. Using practical methodologies and the best available data this study defines service policies, staffing needs, equipment, facilities, and other resources that would be required by the MCSO. Under the best of conditions, this is a complex task involving multiple variables, but the emphasis of this plan is on the following points.

- The organizational changes and additions necessary for the MCSO to provide the full range of law enforcement services to the existing unincorporated areas of Mecklenburg County, excluding the ETJs within Huntersville, Cornelius, and Davidson.
- Definition of law enforcement workload and resources required to manage this workload, including staff, equipment, physical facilities, and other resources.
- Estimated costs, both startup and ongoing.
- Developing recruiting strategies for hiring the added staffing needed to provide these services.
- Identify training needs for both current MCSO employees and new employees to be assigned to the new Patrol Division.
- Refinement of existing policy guidelines and definition of new policies and procedures. This will include both operational and administrative needs.
- Estimates of the time required to implement the various changes and additions along with a draft schedule for the overall transition.

A summary of the major findings of the study is presented in the Executive Summary. More detailed descriptions of the methodologies, analyses, and findings are presented in the main body of the report with supporting documents included in the appendices at the end of the report.

## Methodology

ISS reviewed various sources of information and data to determine appropriate staffing levels for the MCSO to assume patrol and criminal investigative responsibilities for unincorporated areas. Several approaches were reviewed using population, sheriff agencies similar in size and geographical area, calls for service, and service time. In addition, this study reviewed staffing and operational issues outside Patrol and Investigations to include administrative and support functions like Communications, Property Control and Evidence Management, Animal Care and Control, Records Management, and Recruiting, Hiring, and Training. Other costs such as office supplies, utilities, and contractual agreements were not considered.

As this study addresses staffing, required resources, costs, and operational issues, ISS offers specific recommendations when justified and when supported by sufficient information. However, when sufficient information or data was not available or when questions are beyond the scope of this study, as is the case with several topics, it is understood that these issues must be addressed later.

## Limitations of the Study

It should be noted that this study and its conclusions are unavoidably limited for two reasons. First, limited workload data was available from the CMPD for the areas of the county they currently serve. This would include such points as reported crimes (by category), total calls for service, distribution of workload over hours of the day and days of the week, types of calls, numbers and types of reports taken, numbers and types of reports referred for investigative follow up, officer-initiated activities, traffic-related issues, and distribution of workload geographically. Ideally, a report like this one would incorporate such information for the most recent three years. Absence of such data means that projections and recommendations must be based on generalizations,

extrapolations from the less specific data that is available, and on comparisons with similar agencies. The scope and depth of analysis; therefore, will be necessarily limited, and the specificity of conclusions and recommendations offered will be less than preferred. Useful and reasonable projections are still possible; however, and these will serve as both a starting point for service delivery and as a baseline once better data becomes available.

Second, the brief time line available for the study limited research, and it will constrain implementation of any recommendations made. Ideally, a project like this one, including implementation, would require eighteen to twenty-four months. It should be understood, therefore, that limitations exist which will eventually be overcome. Some strategic issues will necessarily be addressed later and refinements will be needed.

### **Staffing Recommendations Summary**

To provide direct police services to the unincorporated areas of Mecklenburg County, the MCSO will need 139 additional employees to staff the Patrol Division, Communications, Animal Care and Control, the Criminal Investigations Division, the Records Management Section, Property and Evidence Control, and Recruiting. Only 120 new positions are needed, if the MCSO opts to have the Pineville Police Department provide E911/Communications.

### **Total Cost Projections for the MCSO to Provide Direct Police Services**

The total first year cost projection for the MCSO to provide direct police services to the unincorporated areas of Mecklenburg County using the Pineville option to provide E911/Communications services is \$21,071,400.00, including the capital investment expenses of \$9,592,300.00. Thereafter, the total annual operating cost is projected to be \$11,479,100.00. Last, the daily operational cost for such items as office supplies and utilities must be also considered.

#### **Projected Costs to Provide Police Services to the ETJs**

**Table 01**

<b>Total Projected Expenses</b>	<b>Capital Investments Expenditures</b>	<b>Operating Costs</b>
<b>\$21,071,400.00</b>	<b>\$9,592,300.00</b>	<b>\$11,479,100.00</b>

# **Delivery of Police Services to the Extraterritorial Jurisdictions (ETJs), the Unincorporated Areas of Mecklenburg County by the Mecklenburg County Sheriff's Office**

## **1. INTRODUCTION**

The Mecklenburg County Manager's Office requested the US ISS Agency, LLC (ISS) to determine the resources and costs that would be required for the Mecklenburg County Sheriff's Office (MCSO) to provide the full range of law enforcement services in the unincorporated extra-territorial jurisdictions (ETJs) of Mecklenburg County (excluding those of Huntersville, Cornelius, and Davidson). Accordingly, this study defines the staffing, budget and operational resources that would be necessary to achieve this objective, it provides an estimate of the time required for the transition, and it summarizes the issues involved in implementing the recommendations made.

The study does not examine the level or quality of police services currently delivered by the CMPD in these areas, nor does it consider the impact on CMPD operations in the event the MCSO assumes responsibility for providing these services.

## **BACKGROUND**

Currently, the MCSO operates the County's jails, provides security for the county courthouse, serves civil processes, and provides fugitive functions for Mecklenburg County, in both the incorporated and unincorporated areas, but it does not provide direct police services. Since 1993 the Board of County Commissioners has contracted with the City of Charlotte to provide direct police services to the unincorporated areas of the county, all of which are included within the extraterritorial jurisdiction, or ETJs, of the City of Charlotte or one of the county's six smaller towns. The Charlotte Police Department and the Mecklenburg County Police Department were merged at that time to form the Charlotte-Mecklenburg Police Department (CMPD) to provide these police services. This arrangement continued with only slight modifications until 2017. In April of 2017, the County Managers Office, after a vote of the County Commission, notified the City of Charlotte of their intent to terminate the existing contract. This means, among other changes, that the county will need to make new contractual arrangements for police services in the unincorporated areas by July 1, 2018. The MCSO is interested in assuming this responsibility. Accordingly, the MCSO commissioned ISS to develop a plan for them to assume this new responsibility. This plan will encompass police services for all unincorporated areas within the county south of Huntersville, but it will specifically exclude consideration of the unincorporated areas which now lie within the ETJs of Huntersville, Cornelius and Davidson. In addition, the Town of Matthews is not included in this study as Matthews has annexed all its ETJs.

## **GOALS AND OBJECTIVES OF THE STUDY**

The objectives for this study focused on staffing, budget, and operational issues required to provide these services including:

- Identify the organizational changes and additions necessary for the MCSO to provide the full range of law enforcement services to the existing unincorporated areas of Mecklenburg County excluding the ETJs within Huntersville, Cornelius, and Davidson.

- Define the law enforcement workload in the unincorporated areas and resources required to manage it, including personnel, equipment, physical facilities, and other resources.
- Identify costs, both startup and ongoing.
- Recommend recruiting strategies for adding staff necessary to provide these services.
- Identify training needs for both current MCSO employees and new employees to be assigned to the new Patrol Division.
- Refine existing policy guidelines and identify new policies and procedures that will be required. This will include both operational and administrative needs.
- Estimate the time that will be required to implement the various changes and additions and develop a draft schedule for the transition.

## **METHODOLOGY**

ISS reviewed various sources of information and data to determine appropriate staffing levels for the MCSO to assume responsibility for police patrol and criminal investigations for the county's unincorporated areas. Several approaches were reviewed using population, comparisons with sheriff agencies similar in size and geographical responsibility, calls for service, and service time.

## **LIMITATIONS OF THE STUDY**

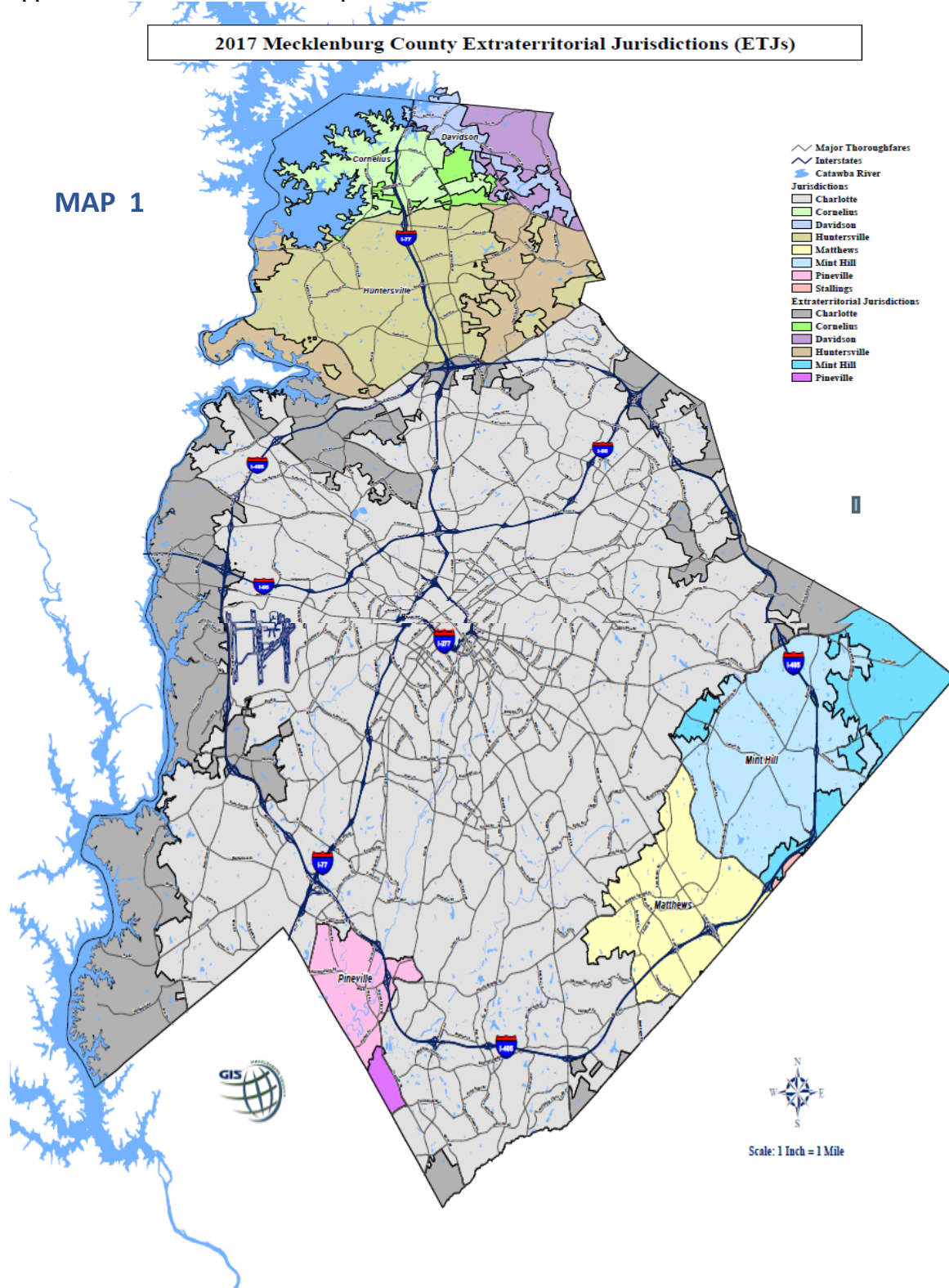
It should be noted that this study and its conclusions are unavoidably limited for two reasons. First, no workload data was available from the CMPD for the areas of the county they currently serve. This would include reported crimes (by category), total calls for service, distribution of workload over hours of the day and days of the week, types of calls, numbers and types of reports taken, numbers and types of reports referred for investigative follow up, officer-initiated activities, traffic-related issues, and distribution of workload geographically. Ideally, a report like this one would incorporate such information for the most recent three years. Absence of such data means that projections and recommendations must be based on generalizations, extrapolations from the less specific data that is available, and on comparisons with similar agencies. The scope and depth of analysis, therefore, will be necessarily limited, and the specificity of conclusions and recommendations offered will be less than preferred. Useful and reasonable projections are still possible; however, and these will serve as both a starting point for service delivery and as a baseline once better data becomes available.

Second, the brief timeline available for the study limited research, and it will constrain implementation of any recommendations made. Ideally, a project like this one, including implementation, would require eighteen to twenty-four months. It should be understood, therefore, that limitations exist which will eventually be overcome. Some strategic issues will necessarily be addressed later and refinements will be needed.

The following study addresses staffing, required resources, costs, and operational issues. ISS offers specific recommendations when justified and when supported by sufficient information. However, when sufficient information or data was not available or when questions are beyond the scope of this study, as is the case with a number of topics, it is understood that these issues must be addressed later. A summary of the major findings of the study is presented in the Executive Summary section of this report. Detailed descriptions of the methodologies, analyses, and findings



are presented in the following sections of this report. Supporting documents are included in the appendices. at the end of this report.



## 2. STAFFING CONSIDERATIONS FOR PATROL DIVISION

### INTRODUCTION

Overall, there is no firm standard or guideline available to dictate how many patrol deputies are needed to staff the new Patrol Division and to deliver direct police services to the ETJs. Multiple factors impact both Patrol staffing, and staffing of support functions like Criminal Investigations, Support Services, Administration, and other areas of the agency. Some of the factors to be considered are the type or philosophy of policing to be applied (e.g., traditional, community policing, service-oriented policing, etc.), crime rates, the numbers and types of calls, the ratio of deputies to population, mandatory minimum staffing, shift distribution, job definitions, supervisory levels, command-staff needs, desired response times, organizational capability, public pressure, geographical jurisdiction, the operational and personnel policies of the agency, and community expectations.

Some communities require a Priority 1 call, or emergency response time of seven minutes or less while others accept average emergency response times of ten minutes or more (the resources needed to make up the difference are substantial). Some neighborhoods want 40 percent of each deputy's patrol time spent on problem-solving or proactive projects while others expect little or no proactive activity. Depending on neighborhood problems, some jurisdictions mandate extensive traffic enforcement while others want this maximum patrol visibility in commercial and residential areas. Most jurisdictions want resource levels that allow one or two patrol units to remain free for emergencies. Backup protocols and the number of units routinely assigned to certain types of calls also affect staffing levels. These issues and others are all incorporated into the definition of service requirements and all must be addressed in deciding how many patrol deputies are needed.

ISS proposes the MCSO use the following parameters when establishing staffing guidelines for the new Patrol Division. Precise calculation of staffing required to meet the recommended response time objectives is hindered by the lack of necessary workload and other data. If accurate and current data becomes available, these staffing projections can be verified and/or adjusted accordingly.

### FACTORS INFLUENCING STAFFING

- ❖ Policing Philosophy
- ❖ Community Expectations
- ❖ Crime Rates
- ❖ Calls for service
- ❖ Types of Calls for Service
- ❖ Response Time Objectives
- ❖ Population
- ❖ Shift Distributions
- ❖ Minimum Staffing Levels
- ❖ Supervision
- ❖ Geography
- ❖ Hiring & Retention of Deputies

### Response times

- Ten minute maximum response time to **Emergency** citizen-initiated calls for service. An Emergency Priority call is assumed to be one where loss of life or physical harm is possible or where a crime is in progress, or where major public disruption or harm might result.



- Twenty minute maximum response time to **Immediate** citizen-initiated calls for service. An Immediate Priority call is assumed to be one which does not rise to the level of an Emergency Priority but where a prompt response is warranted.
- Thirty minute maximum response time to **Routine** citizen-initiated calls for service. A Routine Priority call is assumed to be one where some delay in the arrival of law enforcement will not affect public safety or the outcome of the investigation.
- On average, at least two deputies should always remain free in each division to ensure an emergency response capability.

### Proactive Time

Forty percent of the 12-hour work day should be proactive time to be allocated to problem solving and deputy-initiated activities. This allows time for the following kinds of activities:

- participation in Neighborhood Action Teams and similar neighborhood campaigns
- crime prevention initiatives
- participation in community meetings and events
- investigating repeat calls for service locations
- working on crime and quality of life issues such as loitering, prostitution, gambling, drug sales and possession, ABC violations, problems at nightclubs
- participation in jurisdiction-wide problem-solving initiatives such as auto theft and larceny from vehicle reduction strategies, reducing crime at hotels or motels.
- addressing curfew violations/truancy issues
- follow-up investigations
- traffic enforcement
- investigating suspicious activity
- basic crime prevention

### POLICING STYLE OR PHILOSOPHY

The policing style or philosophy adopted by an agency has direct impact on staffing requirements. Staffing models typically allocate the time available for patrol activity among time to respond to and handle calls for service, proactive activities such as problem-solving, crime prevention, services important to the agency, and administrative time. In jurisdictions providing community or service-oriented policing, the time allocated for proactive activity is greater.

Traditional policing is the oldest and best-known model with some of its key attributes found in other policing styles. Its most noted characteristic and greatest limitation is that it is reactive. Traditional policing focuses on routine or random patrol and on receiving and responding to calls for service. Traditional policing dismisses proactive measures as well as interaction with the community.

Community-Oriented Policing (COP) or Community Problem-Oriented Policing (CPOP) evolved from traditional policing. Under this model the police and community have closer relationships while developing problem-solving partnerships to identify and address underlying causes of crime and quality of life issues with a tailor-made approach to address them. Community policing

requires more personnel, resources, significant community partnerships, and extensive training to succeed.

A third model of policing, service-oriented policing, focuses on developing close and service-based relationships with the community. It uses both formal and informal ways to interact with and assist the public, it stresses both law enforcement and service through frequent contacts with citizens, and normally employs some of the principles of the COP and CPOP models. Crime prevention is a significant component, and service-oriented policing works best in jurisdictions where property crimes are the major challenge. This model also builds on traditional policing, and if done correctly assumes a proactive orientation. Citizens in these communities often expect personal assistance and individual treatment from their deputies. The MCSO would therefore, stress service type functions of police work over law enforcement duties.

Due to the time constraints with the MCSO assuming patrol responsibilities for the ETJs, ISS recommends that the MCSO consider beginning with the service-oriented policing model. If the situation warrants a transition to another model after the first year or so, it is possible. Experience should indicate how best to accomplish this. The community typically welcomes and appreciates service-oriented policing as it offers individual police services to victims often ignored, such as those whose homes or cars suffered break-ins. It normally requires less resources than other community policing models, it is efficient, and provides a bridge to community policing at the appropriate time.

The role of the Patrol deputy differs radically in agencies committed to community-inclusive forms of policing like service-oriented policing. A Patrol deputy's role must be defined fully to incorporate adequate time components into the calculation of Patrol deputy staffing requirements. Similarly, training should be consistent. Service-oriented policing trends toward more labor-intensive for patrol than traditional policing models.

## **ORGANIZATIONAL STRUCTURE**

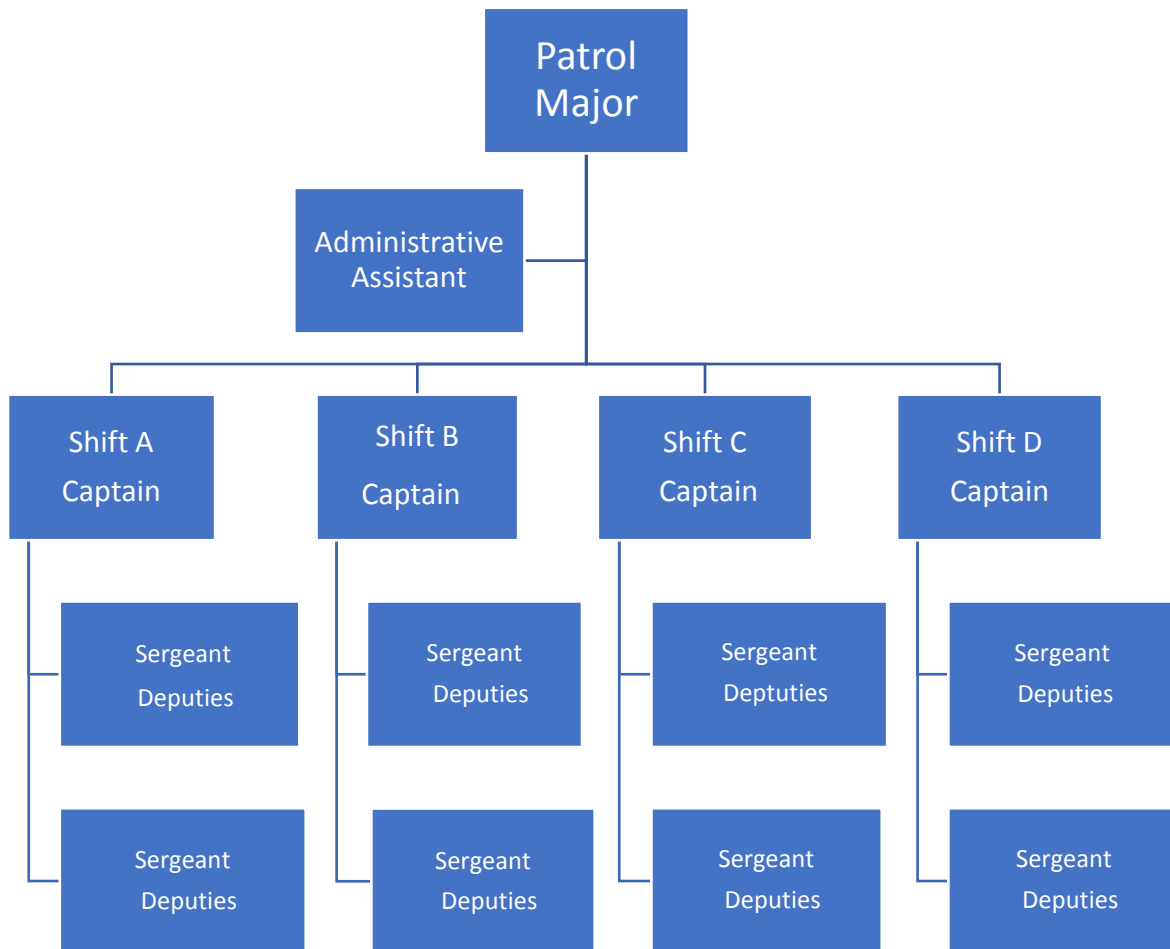
Determining the most effective and efficient organizational structure for the new Patrol Division is critical to providing effective direct police services to the EJT's. The model or style of policing significantly influences organizational structure and the services delivered. Identifying and defining the needed functional components, assigning names and titles, defining the relationships of these components with each other, integration of these components into the existing structure of the MCSO, and defining administrative and decision-making responsibility through the chain of command are all critical to ultimate success.

The most effective organizational structure derives from a clear understanding of the job to be done. It maximizes the use of available resources while maintaining a balance between effectiveness and efficiency. In addition, it leaves room for public involvement, attention to quality of life issues, and the need to collaborate with both community and governmental stakeholders to manage the nexus between crime and social decay.

Most law enforcement agencies focus on four core functions including (1) enforcing the law, (2) addressing quality of life issues, (3) investigating crimes and bringing offenders to justice, and (4)

preventing crime. Each division or unit within the organization, accordingly, will have both a direct and indirect responsibility to concentrate on these four underlying functions. While each division and unit will have specific roles, it is understood that all of them share and participate in the overlapping responsibility. Based on the staffing projections to follow, the proposed organizational structure for the new Patrol Division of the MCSO would begin with the following model. Chart 01 Shows the initial organizational structure for the new Patrol Division.

**Chart 1: Organizational Chart for the New Patrol Division  
Mecklenburg County Sheriff's Office**



The new Patrol Division will be led by a major and will operate under the Field Operations Division Chief Deputy Sheriff. The Patrol major, a new position, is a key executive hire requiring an in-depth working knowledge of patrol operations and procedures, internal affairs, investigations, and extensive experience in law enforcement administration. Because it is critical to the creation, staffing and management of the entire division, this position should be filled as

soon as possible once the decision is made to move forward with this overall proposal. He or she should serve as the transition team leader.

The Patrol Division will be divided into four 12-hours shifts, each shift commanded by a captain for a total of four captains. Under each captain, there will be two squads of deputies, each supervised by one sergeant and supporting staff as determined in the staffing sections of this study.

Currently, the MCSO has four watch commanders, but his or her job responsibilities cannot be revised to incorporate the added responsibilities of patrol captain. Four new captains' positions are needed to manage each Patrol shift or division to ensure accountability of managing and delivering police services to each of the four divisions. Each captain will work day shift (6:00 a.m. to 6 p.m.) leaving night shift hours (6 p.m. to 6 a.m.) open. Two additional captain positions are required to serve as field watch commander (captains) to cover the night shifts. In addition, the MCSO has 18 full time sworn captains assigned to other areas of the Sheriff's Office (i.e. Administration, Community Service, Office of Professional Compliance, Field Operations, Classification, Jail North and Central Jail, and Training) who can rotate through serving as the night field watch commanders when the regular night shift captains are not working. The patrol major and patrol captains will share one administrative assistant.

### **3. PATROL STAFFING MODELS**

#### **INTRODUCTION**

There are multiple approaches to defining and allocating patrol resources. Each method has its own assumptions, methodology, strengths and weaknesses, validity, and proficiency requirements. As noted elsewhere in this report, the best approach is to base projections on comprehensive workload data. Since this data is unavailable, ISS used several modified methods to determine patrol and support staffing levels. Although each method has limitations, together they yield a fairly accurate estimate of staffing needs, and they can be easily verified and modified as necessary when better data becomes available.

#### **POPULATION**

Resident population and ratios of population to police resources can be used as a workload indicator, usually to determine the number of deputies need for each 1,000 or 10,000 residents. An agency typically compares its ratio to that of other nearby agencies or to similar agencies in other parts of the country. Benchmarks are established. Benefits of using population in this way are that the methodology is simple, both methodology and results are easily understood, and it has a face validity. Population data are readily available. In addition, population-based methods allow jurisdictions to easily compare themselves with each other.

Disadvantages of population-based methodology include its failure to incorporate actual workload data. Results are not as precise as they might be, and there is no way to distinguish between areas which might have similar populations but different rates of crime or calls for police service. Population estimates fail to account for the intensity or unique nature of workload, crime trends

over time and variations which might impact such things as policing styles and response times. Using population alone ignores the geographical size of service areas.

Of major concern is the information or data set which will be the basis for staffing and resource allocation decisions. The 2003 study completed for Mecklenburg County by the Northwestern University Center for Public Safety, which used population as the primary workload indicator, provides some insight into this question, (Interestingly, the 1993 interlocal agreement between Charlotte and Mecklenburg County also uses population as the primary workload indicator). In our view, then, population may provide a workable estimate or a baseline for resource allocation. But, if population is used as a starting point, the MCSO should expect to adjust their staffing arrangements as better and more current workload data becomes available.

### WORKLOAD BASED



A more comprehensive method is determining appropriate workforce levels based on actual workload data. This approach uses systematic analysis of actual workload demands to determine needed staff and other resources, and it can be configured to accommodate other agency priorities like policing philosophy and desired levels of community interaction. Availability of historical information facilitates identification of trends which makes it easier to anticipate changes in workload needs. The distribution of workload

around the clock and by day of week can provide a basis for such things as allocation of resources by shifts, definition of supervisory levels, and the need for equipment and physical facilities. Understanding the geographical distribution of workload is essential in defining service areas. And reported crime totals along with the types of crimes reported are necessary to determine the type and number of follow-up investigators and other specialists needed to support uniformed patrol.

Although workload assessments represent a more sophisticated approach to Patrol resource allocations than the other methods discussed, the method's primary limitation is that it concentrates on calls for service only and the number of Patrol deputies needed to handle that demand. What is not included is the array of other tasks and performance objectives assigned to Patrol, including response time goals, maintaining visibility in the community, keeping deputies available at all times to respond immediately to an emergency, and the need to perform proactive activities. Some suggest that workload assessments look at only one piece of a puzzle in making Patrol resource allocation decisions. However, if the workload approach uses detailed calls for service information broken down into types of calls, time, dates, and locations of calls, and other associated information to determine staffing levels, the allocations will match service demands.

### MINIMUM STAFFING LEVELS

Some law enforcement agencies make allocation decisions based minimum staffing levels, or at least incorporate this concept into their calculations. Minimum staffing levels are determined by

the number of response areas or divisions to be covered, and they are defined as the smallest number of deputies required to cover them for all shifts. Benefits include consistent and uniform staffing for areas by times of the day, simplicity, and the assurance that the number of deputies on duty never falls below a predetermined minimum. Potential drawbacks include costly overtime that can be generated, and the approach relies heavily on management input. Minimum staffing levels are considered in this study.

## **GEOGRAPHICAL AREA**

Some agencies allocate resources by geographical areas, assigning one officer per beat 24 hours a day, seven days a week with little or no consideration to call volume, crime patterns, or other applicable data. Staffing is deployed equally across service areas; an agency with ten beats or service areas will simply have one deputy assigned to each beat for a total of ten deputies. Geographical considerations are included in this study based on the size and physical blueprint of the area.

In the absence of actual workload data ISS employed a modified or hybrid methodology to determine staffing levels for the new Patrol Division, as well as for Criminal Investigations and other support functions. A combination of population rates per 10,000 population, modified calls for service, and service times methodologies were used to project staffing numbers. ISS relied on the limited data provided by the city manager's office in a report titled, *"Information and Data Request."* Also, taken into consideration in staffing levels was the geographical size of the unincorporated areas and their distribution across the county. This methodology is explained in more detail in the sections which follow.

## **4. DETERMINING PATROL STAFFING**

### **DIFFERENTIAL POLICE RESPONSE (DPR)**

As a preface to determining patrol staffing levels, it should be noted that most police and sheriffs' agencies screen 9-1-1 calls for service before dispatching a patrol unit. Differential police response (DPR) is a management tool that makes more efficient use of resources and expands the range of options for responding to citizen requests for law enforcement service. The objective is to identify those calls that do not actually require a patrol deputy's response and then manage them in a unique way. Typical examples are delaying patrol response until a sufficient number of patrol units are free, handling calls by phone, and allowing the public to make and access reports via a website. The time saved or restructured through DPR is a resource that can be used elsewhere, or it can simply go toward cost savings.

We would normally recommend some form of DPR when considering the most efficient use of patrol resources. However, based on data provided by the CMPD for citizen-generated calls for service handled by the that department's Non-Emergency Police Services (NEPS) unit, the unincorporated areas of the county generated approximately 1,500 calls per year for the three years, 2014, 2015, and 2016. The average number of calls received per 24-hour day is only 4.12. Based on these small numbers, it is not presently feasible for the MCSO to staff a unit like NEPS.



ISS recommends dispatching these calls for service as the numbers are low, and the costs of staffing a unit like NEPS overshadows any cost savings benefits. Additionally, dispatching to these calls is consistent with the service-oriented philosophy of policing the MCSO is implementing. NEPS or a “telephone unit” is not needed early on, but such an approach might be more attractive later as call volumes grow. In determining staffing levels, ISS considered this data in the methodologies used to project staffing levels.

### Non-Emergency Police Services (NEPS) ETJ Unincorporated Areas

**Table 02**

<b>ETJ Unincorporated Areas</b>			
<b>Unincorporated Area</b>	<b>Events 2014</b>	<b>Events 2015</b>	<b>Events 2016</b>
Charlotte	1351	1397	1246
Mint Hill	137	138	123
Pineville	51	40	31
Total	1539	1575	1400
<b>Average for 3 Years = 1,504.67</b>			

### USING POPULATION TO ESTIMATE MCSO PATROL STAFFING

Overall, patrol staffing models using ratios of officers-per-thousand population are less accurate than those using actual workload data. Determining patrol staffing allocations and deployment is a complex task requiring not only the analysis of current and reliable workload data, but consideration of a number of other variables discussed elsewhere in this report. Even with the limitations discussed, however, values for officers per 10,000 population for jurisdictions comparable to Mecklenburg County is a viable option which will produce workable results.

### Methodology and Data Source

The principal data source used to determine patrol staffing was the most recent edition of the *Law Enforcement Management and Administrative Statistics, 2000: Data for Individual State and Local Agencies with 100 or More Officers* (LEMAS, 2000)<sup>1</sup>. The 2000 Law Enforcement Management and Administrative Statistics (LEMAS) survey included all state and local agencies employing 100 or more full-time sworn personnel as reported in a Bureau of Justice Statistics (BJS) census of state and local law enforcement agencies conducted in 1996. The survey also included a nationally representative sample of agencies that employed fewer than 100 officers. The survey included a total of 755 local law enforcement agencies. This entails 32 county police departments, 501 municipal police departments, and 222 sheriffs’ offices. Local agencies from every state except North Dakota, Vermont, and Wyoming are included. (These states had no local agencies that met the above requirements for inclusion.) This study is like the one conducted for the MCSO by Northwestern University in 2003 when de-consolidation of city-county police

<sup>1</sup> ISS contacted the BJS for a more current volume of the LEMAs report, but the 2000 edition was the last published that contained the data needed for this project. Similar data was available in smaller reports, but required compiling data from multiple sources outside the timeline for this study.

services was contemplated then. **Table 02** illustrates the summary of descriptive statistics for all sheriff's offices with 100 or more employees

In addition to the 222 sheriffs' offices included in the LEMAS 2000 report (see **Appendix 1**), ISS analyzed the data for 35 sheriff's offices similar in size to Mecklenburg County's in North Carolina and the states contiguous to North Carolina. **Table 02** illustrates these results. The subset for jurisdictional size is shown in **Table 03** and contains 21 agencies that serve a population of less than 100,000. Although the population of Mecklenburg County exceeds 1,000,000, direct police services for the MCSO will only include to the unincorporated areas of the county, which collectively have a population of less than 60,000. The 2000 study included data for personnel expenditures and pay, operations, community policing, policies and programs, equipment, computers and information systems. Based on the analysis of these data sets ISS could project staffing levels for the new Patrol Division.

### Discussion: Using Population In Staffing

#### Summary Descriptive Statistics - All Sheriffs Offices With 100 or More Employees

When analyzing the data for all sheriff's offices with 100 or more employees, significant differences exist among the 222 agencies. **Table 02** shows a summary of these descriptive statistics. The largest agency has 8,438 sworn deputies and the maximum population served exceeds 9.5 million residents, while in comparison the smallest agency has only 219 sworn deputies serving a population of 26,757 residents. The range in population between the largest and smallest agencies is more than 9.4 million residents. The range for calls-for-service deputies per 10,000 residents is 21.69 with a minimum of 0.36 calls for service deputies per 10,000 residents and a maximum of 22.05 per 10,000 residents. The mean for calls-for-service deputies per 10,000 residents is 4.54 and median is 3.64 (see **Appendix 1**).

#### Summary Descriptive Statistics, All Sheriffs Offices with 100 or More Employees

**Table 03**

Measure	Population	Total Employees	Total Sworn Deputies	Total Deputies Assigned to Calls for Service	Total Deputies per 10,000 Residents	Total Calls for Service Deputies per 10,000 Residents
Count	222	222	222	222	222	222
Median	298,764	409	219	100	8.11	3.64
Mean	534,364	705	380	166	10.38	4.54
Maximum	9,519,338	14,040	8,438	2,239	86.71	22.05
Minimum	26,757.00	124.00	100	35	1.33	0.36
Range	9,492,581	13,916	8,338	2,204	85.38	21.69

Source: 2000 LEMAS Report, Bureau of Justice Statistics

Comparing the MCSO with agencies that are much larger or smaller is of little or no value in determining patrol staffing levels for Mecklenburg County. To find agencies like the MCSO, ISS



used two subgroups. The first subgroup is described as geographically near or bordering Mecklenburg County, including North Carolina. The second examined all sheriff's offices similar in jurisdictional size (by population). By looking at these two variables, a fourth group emerged that compared all sheriff's offices bordering North Carolina serving populations with less than 100,000 residents, meeting our requirements for both jurisdictional size and geographical proximity.

#### Summary of Descriptive Statistics—All Sheriffs Offices Bordering North Carolina (Similar Geographical Area)

The disparity in the differences among the 222 agencies closes when comparing the MCSO to agencies around North Carolina. This subset of all sheriff's offices included those states bordering North Carolina and North Carolina itself, for a total of 35 sheriff's offices. The largest agency has 535 sworn deputies and the maximum population served is less than 900,000 residents, while in comparison the smallest agency has 101 sworn deputies serving a population of 76,019 residents.

#### Summary of Descriptive Statistics All Sheriffs Offices Bordering North Carolina (Similar Geographical Area)

**Table 04**

Measure		Population	Total Employees	Total Sworn Deputies	Total Deputies Assigned to Calls for Service	Total Deputies per 10,000 Residents	Total Calls for Service Deputies per 10,000 Residents
Count		35	35	35	35	35	35
Median		165,740	272	196	85	10.05	5.20
Mean		225,995	360	212	107	11	5.62
Maximum		897,472	1,967	535	344	26.78	16.62
Minimum		76,019	124	101	40	4.06	1.35
Range		821,453	1,843	434	304	23	15

Source: 2000 LEMAS Report, Bureau of Justice

The range in population between the largest and smallest agency is 821,453 residents. Mecklenburg County's total population is slightly more than one million residents with a population of 57,500 residents in the unincorporated areas to be served by the MCSO. The range for calls-for-service deputies per 10,000 residents is 15.00, with a minimum of 1.35 to a maximum of 16.62 calls-for-service deputies per 10,000 residents. (see **Appendix 2**). The mean is 5.62 and median is 5.20 calls-for-service deputies per 10,000 residents.

ISS next compared the subset of all sheriff's agencies serving populations of less than 100,000 residents. ISS considered the subpopulation set of all sheriff's offices serving populations of less than 75,000 residents, but the total number of agencies in this subset was too small to be of any analytical value.

### Summary Descriptive Statistics—All Sheriffs Offices Serving Jurisdictions with Less than 100,000 in Population

Twenty-one sheriff's offices comprised the subset for comparing the jurisdictional size of all sheriffs' agencies serving a population of less than 100,000 residents as shown in **Table 04**. While the population of Mecklenburg County exceeds 1,000,000, the patrol responsibilities for the MCSO only extends to the unincorporated areas of the county, which have a combined population of approximately 57,500 residents. The maximum population for this group is nearly 100,000 residents while the minimum population is less than 27,000, more characteristic of Mecklenburg County's unincorporated areas. Total sworn deputies assigned to calls for service range from 128 to 36, the range in which the MCSO staffing for patrol will fall (see **Appendix 3**).

### Summary Descriptive Statistics, All Sheriffs Offices Serving Jurisdictions with Less Than 100,000 Population

**Table 05**

Measure	Population	Total Employees	Total Sworn Deputies	Total Deputies Assigned to CFS	Total Deputies per 10,000 Residents	Total CFS Deputies per 10,000 Residents
Count	21	21	21	21	21	21
Median	79,589	201	151	63	21.44	11.15
Mean	70,655	214.62	160.43	67.33	27.56	10.76
Maximum	98,407	503	256	128	86.71	22.05
Minimum	26,757	127	103	36	12.25	3.87
Range	71,650	376	153	92	74.46	18.18

Source: 2000 LEMAS Report, Bureau of Justice Statistics

ISS next compared all sheriff's offices serving populations of less than 100,000 with those sheriff's offices bordering North Carolina, and including North Carolina, which serve populations of less than 100,000, providing a comparison for population and geographical proximity.

### Summary Descriptive Statistics - All Sheriffs Offices Bordering North Carolina Serving Jurisdictions with Less Than 100,000 Population

When comparing all sheriff's offices serving populations of less than 100,000 with those sheriff's offices bordering North Carolina, including North Carolina, that serve populations of less than 100,000, only four agencies surface. Even though the numbers are small, it provides some insight into the potential staffing needs of the MCSO. **Table 06** summarizes these descriptive statistics.

The largest agency has 199 sworn deputies and the maximum population served is 98,407 residents. At the other extreme the smallest agency has 132 sworn deputies serving a population of 86,320 residents. The range in population between the largest and smallest agency is only 12,087 residents. The range of calls-for-service deputies per 10,000 residents is 6.29, with a minimum of 6.72 and a maximum of 13.01 deputies per 10,000 residents. The mean of this distribution is 9.78 and median is 9.71 for calls-for-service deputies. (see **Appendix 4**).

**Summary Descriptive Statistics – All Sheriffs Offices Bordering North Carolina  
Serving Jurisdictions with Less Than 100,000 Population**

**Table 06**

<b>Measure</b>	<b>Population</b>	<b>Total Employees</b>	<b>Total Sworn Deputies</b>	<b>Total Deputies Assigned to Calls for Service</b>	<b>Total Deputies per 10,000 Residents</b>	<b>Total Calls for Service Deputies per 10,000 Residents</b>
Count	4	4	4	4	4	4
Median	90,731	149	149	86	16.89	9.71
Mean	91,547	157.25	157	90	17.25	9.78
Maximum	98,407	199	199	128	21.59	13.01
Minimum	86,320	132	132	60	13.62	6.72
Range	12,087	67	67	68	7.97	6.29

Source: 2000 LEMAS Report, Bureau of Justice Statistics

**Summary Descriptive Statistics - All North Carolina Sheriffs Offices Serving Jurisdictions with More than 100,000 in Population (2017)**

During August 2017, ISS analysts contacted by telephone 11 North Carolina Sheriff's Offices serving populations of 100,000 or more to obtain current data on populations served, full time employees, total sworn deputies, and total sworn deputies assigned as calls-for-service deputies. The objective was to analyze staffing in sheriff's offices within North Carolina (i.e. those which can be presumed to be most like Mecklenburg) using the methodology from the Bureau of Justice Statistics study. The results of this effort are displayed in **Table 07**.

**All North Carolina Sheriffs Offices Serving  
Jurisdictions with More than 100,000 in Population (2017)**

**Table 07**

<b>North Carolina Sheriff's Office County</b>	<b>Population</b>	<b>Full Time Employees</b>	<b>Total Sworn Deputies</b>	<b>Deputies Assigned to Call for Service</b>	<b>Total Deputies per 10,000 Residents</b>	<b>Total CFS Deputies per 10,000 Residents</b>
Buncombe	217,531	415	212	60	9.75	2.76
Cabarrus	183,000	361	213	40	11.64	2.19
Cumberland	302,963	749	309	52	10.20	1.72
Davidson	147,246	193	132	36	8.96	2.44
Durham	246,896	247	181	40	7.33	1.62
Forsyth	350,670	539	233	89	6.64	2.54
Guilford	433,000	660	259	90	5.98	2.08
Orange	140,352	147	121	49	8.62	3.49
Rowan	136,254	195	180	61	13.21	4.48
Union	205,718	310	207	48	10.06	2.33
Wake	1,000,862	1021	384	118	3.84	1.18

Source: ISS contacted each sheriff's office and obtained the most current data as of August 2017.

When assessing all North Carolina sheriff's offices serving populations of more than 100,000 (based on 2017 data), the results tend to remain constant. The largest agency, Wake County, has 384 sworn deputies serving a population of more than 1,000,000 residents, while the smallest agency, Orange County, has 121 sworn deputies serving a population of 140,352 residents. The one trend that emerges is that staffing per 10,000 population does not change proportionately as population changes. ISS then performed a descriptive analysis for this data; results are displayed in **Table 08**.

**Summary Descriptive Statistics (2017) – All Sheriffs Offices in North Carolina  
Serving Jurisdictions with More Than 100,000 Population**

**Table 08**

<b>Measure</b>	<b>Population</b>	<b>Total Full Time Employees</b>	<b>Total Sworn Deputies</b>	<b>Total Deputies Assigned to CFS</b>	<b>Total Deputies per 10,000 Residents</b>	<b>Total CFS Deputies per 10,000 Residents</b>
Count	11	11	11	11	11	11
Median	217,531	361	212	52	9.36	2.33
Mean	305,863	440	221	62	9.24	2.26
Maximum	1,000,862	1021	384	118	13.21	2.33
Minimum	136,254	147	121	36	5.98	3.39
Range	864,608	874	263	82	7.23	2.33

Source: ISS contacted each sheriff's office and obtained the most current data (2017).

When comparing 11 North Carolina Sheriff's Offices serving populations of more than 100,000 (using August 2017 data), the mean scores show a slight decline for calls-for-service deputies, but the results are otherwise similar to those from the Bureau of Justice Statistics analysis. The minimum mean score is 5.98 with the maximum mean being 13.21 for calls-for-service deputies per 10,000 residents. The range is 7.23. The overall mean for the number of calls for service deputies is 9.24 deputies per 10,000 residents.

#### **Patrol Deputies per 10,000 Resident Population**

Table 09 summarizes the number of patrol or call for service deputies per 10,000 population rates using the mean scores from the following tables:

- Table 04: All Sheriffs Offices Bordering North Carolina (Similar Geographical Area)
- Table 05: All Sheriffs Offices Serving Jurisdictions with Less than 100,000 in Population
- Table 06: All Sheriffs Offices Bordering North Carolina Serving Jurisdictions with Less Than 100,000 Population
- Table 07: Descriptive Statistics for All North Carolina Sheriffs Offices Serving Jurisdictions with More than 100,000 in Population (2017).

#### **SUMMARY OF DETERMINING STAFFING BY POPULATION**

When comparing agencies like the MCSO to understand the correlation between patrol staffing and population, the range is 10.12 as indicated in Table 09; from a low of 53.13 deputies to a high

of 63.25 deputies using mean rates for population per 10,000 residents. All sheriff's offices bordering North Carolina and within North Carolina show the mean of 11 calls-for-service deputies per 10,000 residents, while the mean for all sheriff's offices serving jurisdictions with less than 100,000 residents is 10.76 for calls for service deputies per 10,000 residents. All sheriff's offices in states bordering North Carolina serving jurisdictions with populations of less than 100,000 have a mean score of 9.78 calls for deputies per 10,000 residents. Last, using 2017 data, among all North Carolina sheriff's offices serving jurisdictions with more than 100,000 residents, the mean is 9.24 calls-for-service deputies per 10,000 residents. ISS averaged all mean scores for deputies assigned as calls for service deputies per 10,000 residents which is 10.20 Patrol deputies per 10,000 residents. This translates into 58.65 deputies for Patrol using population.

### Applying the Comparison Analyses of Similar Agencies to Staffing the Mecklenburg County Sheriff's Office by Population

**Table 09**

<b>SUMMARY OF AGENCIES SIMILAR TO THE MCSO</b>	<b>Number of Agencies</b>	<b>Population  Mean</b>	<b>Total Deputies Assigned to CFS  Mean</b>	<b>Total Deputies Assigned to CFS Per 10,000 Residents Mean</b>	<b>Projected Staffing Deputies Assigned to Calls for Service (Number of Patrol Deputies Population Based On 57, 500)</b>
All Sheriff's Offices Bordering North Carolina (including NC) [Table 03]	35	225,885	107	11.00	<b>63.25</b>
All Sheriff's Offices Serving Jurisdictions with Less Than 100,000 Residents [Table 4]	21	70,665	67	10.76	<b>61.87</b>
All Sheriff's Offices Bordering North Carolina Serving Jurisdictions with Less than 100,000 Residents [Table 5]	4	91,547	90	9.78	<b>56.23</b>
All North Carolina Sheriff's Offices Serving Jurisdictions with More than 100,000 Residents (2017) [Table 6]	11	217,531	62	9.24	<b>53.13</b>
<b>Mean =</b>	<b>17.75</b>	<b>151,407</b>	<b>81.50</b>	<b>10.20</b>	<b>58.62</b>

### STAFFING BASED ON WORKLOAD DATA

The more common, and preferred, methodology for defining staffing needs for law enforcement agencies is the analysis of actual workload data (i.e. calls for service broken down by the types of calls, distribution over 24 hours and the days of the week, times and locations of the calls, service times, and response times) in context of an agency's policing philosophy and its operational

policies. The seriousness or priority assigned to calls, the number of calls, the time needed to handle defined workload, and the number of patrol units required are all variables that must be included in the calculation. What separates this approach from that based on population is the systematic and longitudinal analyses of data. This study is handicapped by not having the actual workload data for the unincorporated areas or ETJs over several years. The limited data that was made available for this study is in a summary format with no relation to specific ETJ areas or locations or to such issues as the time, day and the day of the week. Little can be done with it.

### Calls for Service

Citizen-generated calls for service normally constitute one of the most important data sets used by most law enforcement agencies to determine needed levels of patrol staff and to deploy those resources. Calls for service models examine the distribution of calls by the hour of the day, the day of the week and other parameters, and calls are categorized by types their priority and their locations. Adequate data for calls for service analysis should include all calls for service over an extended time, ideally three years. And because call volumes are never distributed equally over time, averaging is normally used.

Using calls for service approaches have limitations too by relying on averages to determine estimations. It does not differentiate among job functions plus agencies define calls for service differently, as there is a wide variation of how agencies define what a call for service entails. In some agencies, traffic stops are considered a call for service while in others, it is not. Some patrol generated calls such as zone checks or assisting a stranded motorist are counted as calls for service. If using calls for service for staffing, caution should be given when comparing calls for service from one agency to another for these reasons. Using calls for service without proper analysis could overstate the number of citizen generated calls, although most call for service data is generated from Computer Assisted Dispatch (CAD) systems, which identify records by the source of the call.

The calls for service data provided by the CMPD used in this report does not contain enough detail to make it useful for staffing projections. The information it does contain (total events in the unincorporated areas of Mecklenburg County excluding Huntersville, Cornelius, Davidson, Matthews, and the calls diverted to Non-Emergency Police Services) is shown in **Table 10**.

### Other Jurisdictions and ETJ Unincorporated Areas in Mecklenburg County

**Table 10**

Area	Events (2014)	Events (2015)	Events (2016)	Events: 3-year Average (2014 -2016)
Charlotte ETJ	27,690	25,750	19,044	24,161
Mint Hill ETJ/City Limits	4,574	3,415	2,158	33,382
Pineville ETJ/City Limits	1,796	2,035	1,361	5,192
Non-Emergency Police Services (NEPS)	1,573	1,615	1,420	1,536
<b>Total</b>	<b>35,633</b>	<b>32,815</b>	<b>22,563</b>	<b>30,810</b>

### **Service Times (Hours)**

Service time, the time required to handle a call for police service, is measured from the time a deputy is dispatched to the time he or she clears from the call. Depending on agency priorities, service time may or may not include response time, which is the time between dispatch and arrival. It will, however, include such functions as preparing reports, conducting interviews, managing evidence, making arrests, transporting prisoners, and administrative tasks that must be done before returning to service. Understanding, measuring and managing service time is critical to determining how many deputies are required to staff a Patrol shift.

Several variables are also included in service times:

- Response times (depending on agency definitions)
- Communications/Dispatcher response time (depending on agency definitions)
- Types of calls
- Total time spent on the call (averaged by types of calls)
- Number of officers needed (or used)
- Support functions needed (i.e. crime scene technicians)
- Supervisory involvement and supervisory availability
- Relief factors
- Performance Objectives

### **Response Times**

Response time is a critical indicator of Patrol performance because of the importance it has for crime victims or for anyone who calls the police. People judge police patrol performance by how promptly they arrive, and law enforcement agencies typically adjust Patrol resource levels to provide good response time. Shorter response times require more Patrol personnel, and it also requires efficient deployment and management of those deputies. Most agencies understand that all calls are not equal and employ some form of call prioritization that distinguishes between true emergencies, those that are not emergencies but still need prompt response, and those that can wait for some time. All agencies develop clear performance objectives based on response time which then becomes a critical measure of Patrol performance. The MCSO proposes to establish response time objectives for three priority levels of calls for service.

### **Mecklenburg County Response Time Objectives**

MCSO response times will be measured from moment a citizen call for service is answered until the time the first officer arrives on the scene. It will have two components which will be measured separately. The first is dispatch response time, which is measured from the time the phone is answered in the dispatch center until the deputy acknowledges receipt of the call. The second is patrol response time which is measured from the time the deputy acknowledges receipt of the call until he or she arrives at the scene.



**Mecklenburg County Sheriff's Office  
Response Time Objectives**

**Table 11**

Priority I	Emergency Calls for Service (Such as shootings, armed robbery, and violence)	7 minutes
Priority II	Immediate Call for Service (Such as injury accidents, arguments, panic alarms)	20 minutes
Priority III	Routine Call for Service (Such as suspicious activity, routine alarms, calls where a report is required)	30 minutes

It should be noted that some work remains to define what is and is not an actual call for police service. Such things as self-initiated activity, administrative activity, and multiple-deputy responses must be sorted out. The CMPD provided patrol response time data for the years 2014, 2015 and 2016 as shown in Table 12.

**Citizen-Initiated Calls for Service Requiring a Patrol Response  
Unincorporated Areas of Mecklenburg County (ETJs)**

**Table 12**

Area	Priority	2014	2015	2016	Average
Charlotte	1 (Emergency)	8.8	8.8	9.2	8.9
Charlotte	2 (Urgent)	14.6	14.7	15.6	15.0
Charlotte	3 (Immediate)	17.7	17.7	18.9	18.1
Charlotte	5 (Routine)	33.3	31.8	33.9	33.0
Mint Hill	1 (Emergency)	9.4	9.4	9.2	9.3
Mint Hill	2 (Urgent)	14.1	13.2	15.0	14.1
Mint Hill	3 (Immediate)	17.3	16.8	18.0	17.4
Mint Hill	5 (Routine)	31.2	29.4	30.8	30.5
Pineville	1 (Emergency)	8.9	9.5	8.7	9.0
Pineville	2 (Urgent)	14.8	14.0	14.8	14.5
Pineville	3 (Immediate)	16.9	16.4	18.6	17.3
Pineville	5 (Routine)	30.6	28.4	29.4	29.5

Source: Charlotte-Mecklenburg Police Department

**Shift Relief Factors**

The shift-relief factor shows the relationship between the maximum number of days that a deputy can work and the number of days the deputy actually works. The relief factor is used to account for vacation leave, sick leave and other absences from work. Knowing the relief factor is necessary to estimating the number of deputies that should be assigned to a shift to ensure that the appropriate number of deputies is working each day. Relief factors can be calculated specific to the MCSO, but in consideration of time constraints, ISS used a standard relief factor of 2.6 for 12-hour shifts for the purposes of this study.



### Performance Objectives

Performance objectives based upon the MCSO's priorities and values will be defined and incorporated into the activities of all Patrol deputies. Response time, discussed above, is critical, but there will be others defined by the portion of Patrol time spent on calls for service and on other activities. Some agencies divide Patrol time into three components and set performance objectives for each. They typically use (1) call response and management of call workload (2) proactive or problem-solving activities (3) management of other patrol-related activities including administrative tasks. For the MCSO, ISS recommends 40 percent of a deputy's time be spent on proactive or problem-solving activities consistent with service-oriented policing and that performance objectives be defined for this activity, as well as for call response.

Absent sufficient data, ISS used a modified methodology to project the MCSO Patrol staffing needs based on the total service hours provided by the CMPD. As provided in **Table 11**, the total service hours for the ETJs for the City of Charlotte, Mint Hill, and Pineville totaled over 93,000 hours for the three-year time period, 2014 – 2016. (The service times for Huntersville, Cornelius, and Davidson were not included.) Then, the estimated Patrol time (service hours) that the MCSO would have spent handling the NEPS calls, if dispatched, were estimated and added to the total service hours for approximately 97,190 hours for the three years. The average service hours as shown in **Table 13** for the three years is 31,000.

#### Service Hours for the Unincorporated Areas of Mecklenburg County

**Table 13**

AREA	Service Hours 2014	Service Hours 2015	Service Hours 2016
Charlotte ETJ	23,114.70	23,583.40	24,440.80
Mint Hill City Limits	703.30	365.50	421.50
Mint Hill ETJ	3,946.70	3,525.00	3,665.80
Pineville City Limits	429.60	673.70	542.00
Pineville ETJ	1,027.90	994.80	542.00
NEPS CFS (estimated hours)	1554.39	1590.75	1,006.70
<b>Total</b>	<b>30,776.59</b>	<b>30,773.15</b>	<b>31,490.80</b>
<b>Three Year Average</b>	<b>31,000.18</b>		

To project staffing based on this limited data, ISS then used the number of service hours to estimate the number of patrol deputies that would be required to staff and manage the workload stemming from the new Patrol Division.

The total service hours, 31,000.18, was divided by 2236<sup>2</sup> hours, the number of hours a Patrol deputy works per year, which equals 13.86 deputies. That number, 13.86, was then multiplied by 1.40 to ensure proactive time for the Patrol deputies to address community issues, which equals

<sup>2</sup> MCSO deputies work a total of 2,236 hours per duty instead of a standard 2,080 work year.

19.41 deputies. This number, 19.41 was then multiplied by the standard relief factor for 12-hours shifts, 2.6, which equals 50.47 patrol deputies. To ensure that at least 2 deputies are always free on each shift to handle emergency calls, 2 deputies per shift were added for a total of 8 deputies per shift. Therefore, 58.46 patrol deputies are needed to staff the new Patrol Division based on the limited workload data and the agencies service-oriented policing philosophy.

As with using population ratios to determine patrol staffing, the workload-based approach does not take into consideration the unique geographical area the MCSO must cover. Geography, therefore, will be a critical consideration for the MCSO in providing adequate patrol staffing. This will include such elements as square miles to be covered, the road network, and the distribution of the unincorporated ETJs themselves.

#### Patrol Deputies Based on Workload

The more comprehensive approach to MCSO Patrol staffing would be the analysis of actual workload data built around calls for service records. This study is unfortunately limited by not having access to the actual workload data for the unincorporated areas at issue. The limited calls for service data which is available for this study is in a summary format which is not broken down in any useable way (i.e. by locations, specific ETJ areas, time of day, day of week, etc.). Further, there is no useable response time data. Given the obvious constraints, ISS employed a less specific method to use the data provided by CMPD to estimate the number of Patrol deputies needed to staff the new Patrol Division. On this basis (i.e. using CMPD's summary service times for the years 2014, 2015 and 2016) ISS projected 58.46 Patrol deputies will be needed to staff the new Patrol Division. **Table 14** shows the variables used to compute the number of patrol deputies to staff the new Patrol Division.

#### Projected Patrol Deputies Based on Service Times

**Table 14**

Projected Staffing by Service Times	Service Hours	Proactive Time	Relief Factor	2 Deputies Free at All Times	Total Deputies to Staff Patrol
	31,000.18	40%	2.6	8	58.46
<b>Total</b>					<b>58.46</b>

#### GEOGRAPHICAL AREA

In addition to other methodologies used to determine Patrol staffing, ISS considered the geographical layout and size of the unincorporated areas to be served by the MCSO Patrol Division. Some agencies allocate resources equally by geographical areas (i.e. one deputy per beat 24 hours per day, seven days per week) with no consideration of such variables as call volume, crime patterns or average service times. In such scenarios, it is assumed that proper care was exercised in drawing the geographical beats or Patrol response areas to provide balance.

At this point in the project, data are not available to define Patrol response areas (or beats). Therefore, the Patrol Division boundaries and elements are beyond the scope of this study. Nonetheless, geographic considerations, including the size in square miles of the service area, has been taken into consideration when determining the number of deputies and support personnel needed to staff the MCSO. The physical layout of the unincorporated areas including the infrastructure, road types and miles, natural barriers such as bridges, bodies of water, and neighborhood boundaries, business versus neighborhood composition all affect staffing levels and service delivery. Response time is particularly affected by geography and terrain.

## POPULATION PROJECTIONS FOR MECKLENBURG COUNTY

**Table 15** summarizes the census population and population projections for Mecklenburg County for 2017 through 2019. The MCSO will not provide direct police services to the unincorporated areas until July 1, 2018. The estimated population for the unincorporated areas of Mecklenburg County is 57,488, excluding any unincorporated areas for Huntersville, Cornelius, and Davidson. This population figure was used to estimate patrol staffing requirements. Matthews is not in consideration as the Town of Matthews has already annexed their remaining ETJs or unincorporated areas in their sphere of influence.

### Population Projections for Mecklenburg County

**Table 15**

	2016	2017	2018	2019
Charlotte	845,801	859,452	873,103	886,754
Mint Hill	26,903	27,718	28,557	29,422
Pineville	9,015	9,315	9,625	9,945
<b>Unincorporated Areas (ETJs)</b>	54,039	57,488	Not Available	Not Available
<b>Totals</b>	<b>935,758</b>	<b>953,973</b>		

Source: NC State Office of Budget and Management

The population growth in the ETJs from 2016 to 2017 was 3,449, a 6 percent increase. While predictions are uncertain, staffing projections made in this study, based on population, should be sufficient at least through 2019, at which time MCSO will have enough workload data of its own to justify any adjustments in resource allocation.

One potential issue for the unincorporated areas is annexation, since all of them are already in the ETJs of Charlotte or one of the smaller towns. Based on the Northwestern University Study in 2003, the unincorporated area's population at that time was 46,976, and it was projected to decrease. It has, however, increased by more than 10,000 residents with some annexation also occurring during these 14 years. Future population projections for 2019 and beyond for the unincorporated areas are not available, nor are any annexations planned by Charlotte, Mint Hill, or Pineville. (Since the applicable laws have changed, annexations will now be voluntary or by petition, usually accompanying development, which will be a much slower process.)

## STAFFING RECOMMENDATIONS SUMMARY

In summary, 60 patrol deputies should be sufficient to staff the new MCSO Patrol Division. Analysis of population to be served, service times and geographical issues support this figure. This number of deputies should be sufficient to manage the size and physical features of the service area as well as met response time objectives and other performance goals.

### Projected Staffing Mecklenburg County Sheriff's Office Patrol Division

**Table 16**

Projection Methodology	Patrol Deputies Required
Population	60
Service Times	60
Geographical	60

When workload data become available, ISS can reassess this projection and adjust as needed.

In addition to the projected patrol staffing level of 60 deputies, the current MCSO Field Operations Division has 55 sworn deputies assigned to the Division. Including Transportation, K-9, Child Support enforcement, the total would be 83 deputies. The Field Operations Division operates two 12- hours shifts. The first of these begins at 6:00 a.m. and ends at 6:00 p.m., with a total of 15 deputies assigned. It normally has 15 on duty on any given day. The second shift begins at 12:00 noon and ends at midnight. It has a total of 15 deputies assigned (excluding those taking benefit time, training, etc.). Between noon and 6:00 p.m. the two shifts overlap, and a total of 30 deputies will normally be working during these hours. Between midnight and 6:00 a.m. no Field Operations personnel are working.

The specific responsibilities of these deputies include serving civil papers, subpoenas, evictions, executions, domestic violence orders, Child Support Enforcement, and transporting mental health patients. Some of these assignments are by scheduled appointment. Under the new organization none of this will change. When necessary, these deputies can respond to emergency calls as either the first responding car or as backup, and they can assist as needed with stabilizing or otherwise managing a situation. They cannot, however, be a primary response unit or be routinely dispatched to a call for service. Under the new MCSO Patrol structure, Field Operations will maintain its current responsibilities and cannot staff the new Patrol Division.

## SUPERVISION AND COMMAND STAFF

First-line supervision is management's key resource to ensure that the agency's stated goals and objectives are met. As part of this study, ISS looked at the MCSO management structure and chain of command to understand supervisory and command staff ratios and to project supervisory needs for the new MCSO Patrol Division. The Commission on Accreditation of Law Enforcement Agencies (CALEA) recommends a supervisor be responsible for no more than 12 subordinates.

This standard is useful, but requires adaptation to any agency's specific context. Before prescribing a required number of supervisors it helps to consider a long list of variables which together determine the role of a supervisor within that agency. This list includes but is not limited to entry level selection standards, the quality and experience of Patrol personnel, the process used to select supervisors, the quality of supervisory training, time available to supervisors for coaching and orientation of subordinates, management support and other available resources, the agency's preferred supervisory style, and the nature of the job itself. Fewer supervisors are required when an agency has experienced personnel above and below. More are needed when an agency has a young, inexperienced Patrol Division. Well trained deputies require less supervision than modestly or poorly trained officers. The recommended span of control for first line supervisors is six to no more than ten subordinates per supervisor.

Projections for command staff needs are less complex. Using the MCSO's current command structure as a basis, the command staff for the new Patrol Division should include a number of captains sufficient to manage four patrol shifts plus two night relief watch commanders. This yields a total of six captains. The new Patrol Division will be managed by one major. For other areas of the agency, supervisory needs will be determined job classifications and the complexity of the operations utilizing spans of control similar to those in Patrol.

### **Command Staff**

The MCSO already has a command staff infrastructure consisting of the Sheriff and four second-level executives; the Senior Fiscal Administrator, a Managing Attorney, a Chief Deputy for Detention and Rehabilitation and a Chief Deputy for Field Operations. In addition, the MCSO has four majors (three sworn and one non-sworn), and 18 sworn captains, as well as nonsworn supervisory and command personnel. Additionally, the organizational structure includes deputy sheriffs who provide civil execution and fugitive functions for Mecklenburg County, for both the incorporated and unincorporated areas. The current command structure along with existing deputies, supervisors, and support staff, provides a sound basis to support a new Patrol Division.

Currently, the Sheriff's Office uses 12-hour shifts, and proposes to use this same shift structure for the new Patrol Division. A major will head the Patrol Division, reporting to the Chief Deputy for Field Operations. The major is a new position and a key hire for the Sheriff's Office. The shift rotation is a continuing rotation with permanent shifts using two days working with two days off, and then three days working. The cycle continually repeats. There are four shifts (A Shift, B Shift, C Shift, and D Shift) providing twenty-four-hour coverage, seven days a week. Each shift will be commanded by a captain which will require creation of four new captain positions. The four Patrol Division captains will generally work the day shift and be responsible for all aspects of the shift's operations. Two additional captains will be required to serve as "night shift duty captains" to provide twenty-four-hour coverage. These are also new positions. The MCSO will also need to consider a "relief captain" or a rotation schedule for the other non-Patrol captains to provide coverage whenever the regular night shift captains are absent. In summary, the new MCSO Patrol Division will require seven new command staff or executive positions; one major and six captains. Given the critical nature of these positions all of them should be selected and on duty long before the new Patrol Division begins operation.

## **Supervision**

In general, agency policy determines the ratio of first-line supervisors to subordinates. The span of control, or supervisory ratio, refers to the number of subordinates managed directly by a supervisor, and it is one method of determining the number of supervisors needed. In law enforcement, the typical span of control is from 5 to 10 subordinates per supervisor or sergeant. The difference between five and ten will depend on such things as the complexity of the assignment and the closeness of subordinate to supervisor as they work. If defined correctly, span of control can be an effective measure for management.

There are several factors to consider when deciding the number of Patrol supervisors. These include job complexity and similarity, crime trends, the geographical distribution of deputies, distance and the physical size of the area supervised, employee skills and abilities and the level of empowerment that exists within the agency. Additionally, the abilities and skill levels of management are important when considering supervision ratios.

Sergeants with spans of control that are too broad spend a disproportionate amount of time running from one issue to another, preventing them from spending quality time supervising and getting to know the strengths and weakness of subordinates. Closer supervision reduces problems and dysfunctions and allows growing problems to be discovered early and eliminated. Closer supervision (smaller spans of control) is encouraged early in this transition since MCSO is starting a new service with generally new personnel.

As discussed above, patrol deputies will be assigned to one of four shifts working a 12-hour schedule. Each shift will be sub-divided into two squads with either seven or eight deputies per squad. One supervisor will be assigned to each squad for a total of two supervisors per shift. This translates into two sergeants per shift supervising either seven or eight patrol deputies at a time, for a total of eight new supervisory positions. This is an acceptable and conservative supervisory span of control. In addition, two of the patrol deputy positions on each shift, for a total of eight positions, will be corporals. These positions will serve as Field Training Deputies (FTD) with no supervisory authority. These eight positions are included in the 60 patrol deputy slots.

Additional supervisors will be needed to oversee other assignments attached to Patrol such as Crime Prevention, School Resource deputies, Crime Scene Search technicians, Lakes Enforcement and Animal Care and Control. These positions are discussed below.

## **PATROL SUPPORT - ADDITIONAL UNITS ASSIGNED TO PATROL**

### **School Resource Deputies (SRD)**

The number and deployment of School Resource deputies depends on the number of schools in the unincorporated areas, the type of schools, and the anticipated workload associated with the schools. Current practice in Mecklenburg County and surrounding areas is that high schools and middle schools each have a dedicated School Resource officer or deputy assigned to them, while either Patrol and/or School Resource deputies handle the feeder areas for elementary schools on a part time or as-needed basis.





Based on one high school and two middle schools being in the ETJs, three School Resource deputies are needed. Independence High School and Northeast Middle School are less than two miles from each other. Since Clear Creek Elementary School is within six miles, the deputy assigned to either of these schools could respond there.

Whitewater Middle School would have a SRD assigned, and this person could also cover Whitewater Academy which is adjacent. Since Stoney Creek Elementary School, Palisades Elementary School, and Elon Park Elementary School are not within a reasonable distance from either middle school or Independence High School any incidents or calls for service at these locations could be handled by patrol deputies. **Table 17** shows the CMS schools in the

unincorporated areas including addresses. **Map 01** shows the approximate geographic location for each of the schools in the unincorporated areas and their proximity to each other.

#### Charlotte-Mecklenburg Schools in the Unincorporated [ETJ] Areas of Mecklenburg County

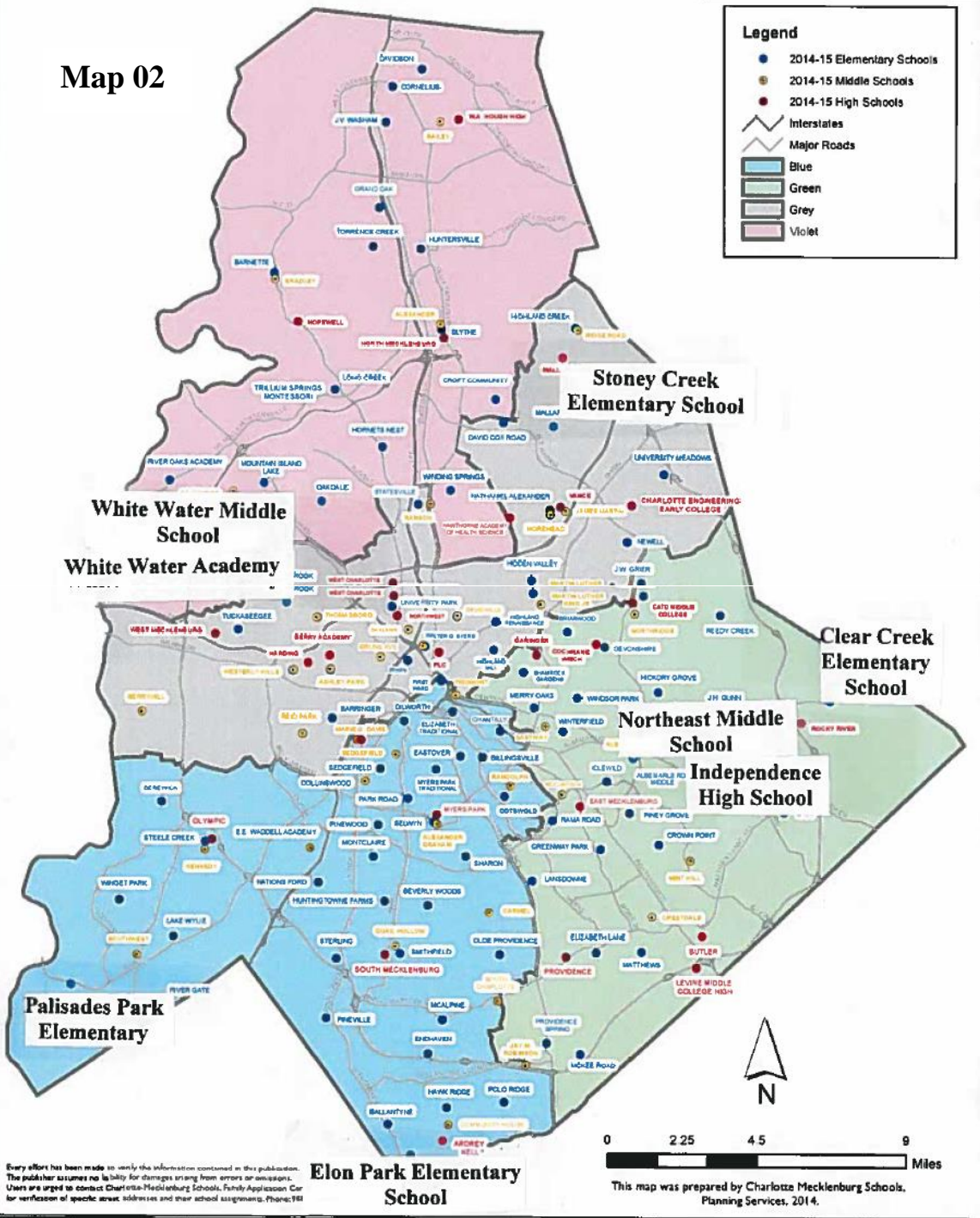
**Table 17**

School	Address	Grades	Deputy Assigned
Northeast Middle School	5960 Brickstone Drive	6-8	School Resource Deputy
Independence High School	1967 Patriot Drive	9 - 12	School Resource Deputy
Clear Creek Elementary School	13501 Albemarle Road	K - 5	
Stoney Creek Elementary School	14015 Mallard Roost Road	K-5	
Whitewater Academy	11600 White Rapids Road	K - 5	
Whitewater Middle	10201 Running Rapids Rd	6 -8	School Resource Deputy
Palisades Park Elementary School	15321 York Road	K- 5	
Elon Park Elementary School	11425 Ardrey Kell Road	K-5	

In summary, three School Resource Deputies are needed. Current practice between the Charlotte-Mecklenburg Police Department and the Charlotte-Mecklenburg Schools (CMS) is that CMS reimburses the CMPD for the full cost of an officer for ten months, which is approximately \$100,000 each.

# CHARLOTTE-MECKLENBURG SCHOOLS 2014-15 ELEMENTARY, MIDDLE AND HIGH SCHOOLS

Map 02





### K-9 Deputies/Dogs

Currently, the MCSO has six K-9s with four dogs trained for all purpose, and two dogs for explosive ordinance detection. These six K-9s should be sufficient to handle the added workload from the new Patrol Division. One all-purpose K-9 unit should be reassigned to each shift using four dogs, and the two ordinance K-9s can serve as relief for patrol or work in other areas of the Sheriff's Office as needed. These K-9s work primarily first shift hours as most bomb related incidents tend to occur then.

In addition to K-9 responsibilities, these deputies currently handle sex offender verifications by visiting the registered offenders periodically. If the K-9 deputies are reassigned to Patrol the MCSO should review their roles and responsibilities to determine if monitoring of sex offenders should be reassigned to another section of the agency.

### Bomb Squad

The MCSO does not have a deputy assigned to the Bomb Squad. The CMPD Bomb Squad is the only EOD mitigation unit available in Mecklenburg County, and it serves CMPD, the MCSO, the smaller towns within Mecklenburg County, all federal agencies, and the McGuire Nuclear Plant on Lake Norman. One MCSO deputy should be trained as a bomb technician and join the CMPD Bomb Squad to improve coverage. **Table 18** shows the Bomb Squad activity for 2015 and 2016

**Bomb Squad Activity for 2015 and 2016**

**Table 18**

<b>TASK</b>	<b>2015</b>	<b>2016</b>	<b>Average</b>
Bomb Threat	4	2	3
Operational Standby	8	49	28.5
Pick Up	7	9	8
Post Blast	2	1	1.5
Protection Detail	5	31	18
Public Education	0	2	1
Unattended Package	10	6	8
<b>Totals</b>	<b>50</b>	<b>117</b>	<b>83.50</b>

The data provided by the CMPD was not broken down by specific areas of the county. Based on the less than full time workload, the bomb deputy should be assigned to a permanent position in the Sheriff's Office. This position is yet to be determine.

### Special Response Team (SRT or SWAT)

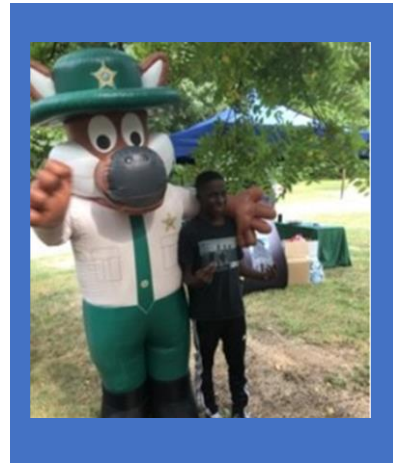
The MCSO's SRT is fully operational, and no additional staffing or other resources are needed for this unit to assume Patrol responsibilities in the unincorporated areas. There was a total of six SWAT calls in all the ETJs for the years 2014 - 2016 (five in Charlotte's ETJ and one in Huntersville's ETJ).

## Crime Prevention

Proactive crime prevention and problem-solving are critical to effective policing and community interaction. Accordingly, preventing crime should become a core value of the MCSO and both crime prevention and problem-solving integrated into the overall operation of the agency's Patrol Division. Marketing the brand will be key to the success of the MCSO in assuming Patrol and Crime Prevention responsibilities within the ETJs. Service-oriented policing is committed to working in problem-solving partnerships with individuals, community groups, and businesses to fight crime and improve the quality of life for all people in Mecklenburg County. By educating the community on crime prevention and getting citizens involved in crime prevention activities the MCSO can reduce crime and increase the quality of life for its citizens.

One question involves the balance between crime prevention as a responsibility of Patrol deputies on the one hand, and as a role for a specialized unit on the other. ISS recommends one deputy to coordinate the MCSO's crime prevention efforts in the ETJs, with that deputy reporting to the supervisor of the Lakes Enforcement Unit. Since Lakes Enforcement is projected to have only four deputies, that supervisor should be able to assume the extra workload.

To mount a comprehensive and effective community crime prevention program the MCSO will need to develop and use some clear programs to give structure to its efforts. Accordingly, the National Crime Prevention Council (NCPC), <http://www.ncpc.org/programs>, offers assistance to agencies with specialized programs addressing specific topics for teens and the underserved community, as well as for about any topic concerning prevention of crime. And the National Sheriff's Association (NSA), offers similar resources. Either or both would be a useful source for program plans or other materials that lend themselves to measurable goals and objectives (see <https://www.sheriffs.org/programs/crime-prevention>).



In addition to personnel and structured programs, crime prevention materials such as community signs, window decals, magnetic car signs, and prepared crime prevention programs by topic are needed. Some of these resources are available without cost.

## Lakes Enforcement Unit

Since portions of Mecklenburg County's unincorporated areas border the county's three lakes, the MCSO will need to create a Lakes Enforcement or a water-borne unit. Unique considerations for this unit will include such things as seasonal and part-time staffing and shared responsibilities with other jurisdictions. The Cornelius Police Department already provides lake enforcement services for the Mecklenburg side of Lake Norman, leaving Lake Wylie and Mountain Island Lake for the MCSO to provide lake enforcement services.

Staffing and maintaining a Lakes Enforcement Unit will require specialized training and brings some technical challenges. Given the equipment needs of such a unit, cost will be a major

consideration. Boats are expensive and costly to maintain, and the MCSO can benefit from the experience of CMPD and other agencies who have provided such services. The MCSO should consider the use of the CMPD Lakes Enforcement Unit's Lake Wylie boats, equipment and boathouse, as CMPD will no longer have lake enforcement responsibilities.

### Staffing Recommendations

Recommendations for staffing a year-round Lakes Enforcement Unit presented here are based upon CMPD's experience. These recommendations; however, are qualified by the fact that they rely on staff experience since no workload data is available for the lakes to be served.

There are two basic ways to approach staffing a Lakes Enforcement Unit. The best-case scenario is to hire new deputies who have prior experience in this area. The other and most likely option is to reassign existing personnel who have boating experience. In either case, the MCSO will need to plan for training before they are available for duty. Additionally, staffing the Lakes Enforcement Unit during the peak boating season, from April through September, will require more deputies than in the off season.



ISS recommends four Lakes Enforcement deputies on duty during peak times and two deputies working the off season. The unit should be staffed with one supervisor (sergeant) assigned to the unit full time. The Lakes Enforcement supervisor, when not primarily addressing lake enforcement duties, can supplement Patrol shift supervisors and Crime Prevention. When they are not

involved with water patrol duties the lake deputies can also supplement patrol shifts.

Sample schedules for Lakes Enforcement deputies, for both peak season and off season, are as follows:

### Sample Lakes Enforcement Unit Schedule Peak Season (March through October)

**Table 19**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Deputy</b>	OFF	OFF	9 to 5	9 to 5	9 to 5	9/to 5	9 to 5
<b>Deputy</b>	OFF	OFF	9 to 5	9 to 5	9 to 5	9 to 5	9 to 5
<b>Deputy</b>	12 to 8	12 to 8	OFF	OFF	12 to 8	12 to 8	12 to 8
<b>Deputy</b>	12 to 8	12 to 8	OFF	OFF	12 to 8	12 to 8	12 to 8
<b>Sergeant</b>	12 to 8	OFF	OFF	12 to 8	12 to 8	12 to 8	12 to 8
<b>Volunteer</b>	OFF	OFF	9 to 5	9 to 5	9 to 5	9 to 5	9 to 5
<b>Volunteer</b>	12 to 8	12 to 8	OFF	OFF	9 to 5	9 to 5	9 to 5
<b>Percent On</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Sample Lakes Enforcement Unit Schedule Off Peak Season (November through February)

**Table 20**

	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>	<i>Sunday</i>
<b>Deputy</b>	<i>OFF</i>	<i>OFF</i>	<i>9 to 5</i>	<i>9 to 5</i>	<i>9 to 5</i>	<i>9 to 5</i>	<i>9 to 5</i>
<b>Deputy</b>	<i>OFF</i>	<i>OFF</i>	<i>9 to 5</i>	<i>9 to 5</i>	<i>9 to 5</i>	<i>9 to 5</i>	<i>9 to 5</i>
<b>Sergeant</b>	12 to 8	OFF	OFF	12 to 8	12 to 8	12 to 8	12 to 8
<b>Percent On</b>	<b>0</b>	<b>0</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Equipment Costs

Projecting equipment needs and costs for a MCSO Lakes Enforcement unit at this point is difficult. We can, instead summarize information from CMPD's unit, which will facilitate the decisions MCSO must make at the appropriate time. CMPD's major equipment is as follows:

#### North Division Lake Enforcement Vessels (Lake Norman):

- 1997 21' SeaArk (2 seater Police Vessel) Estimated Value – \$125,000+/-
- 2013 24" SilverShip (4 seater Police Vessel) Cost new: \$239,799.0
- 2005 21' Trophy Center console, Estimated Value - \$11,000 - \$12,500
- 2007 20' Key West Center console Estimated Value - \$7400 - \$8,550

#### Lake Enforcement Vehicles (Lake Norman):

- 2013 Ford F-350 Estimated value \$22,000 - \$24,000
- 2014 Ford F350 Estimated Value - \$24,000 - \$25,000

North Division Lakes Enforcement shares an office with the Cornelius Lakes Enforcement officers in the old caretaker's house at Ramsey Creek Park. Mecklenburg County Parks and Recreation owns this property, and it houses an enclosed boathouse where the 1997 21-foot Sea Ark is kept. The 2013 23-foot Silver Ship is moored alongside the boat house. The other vessels are usually kept on trailers ready for use.

As of 2014, the annual budget was broken down in two categories. The fuel budget was \$18,000 and the maintenance budget was \$16,000. These budgets should now be less due to the reduction of CMPD's services on Lake Norman.

#### Steele Creek Division Lakes Enforcement Vessels (Lake Wylie and Mountain Island Lake):

- 1995 21' Sea Ark (2 seater Police Vessel) Estimated Value – \$4,000 - \$5,000
- 2007 21' Trophy Center Console Estimated Value - \$14,000 - \$16,000
- 2005 20 Trophy Center Console Estimated Value - \$11,000 – 12,500

#### Steele Creek Division Lakes Enforcement Vehicles (Lake Wylie and Mountain Island Lake):

- 2014 Ford F-350 Estimated Value: \$25,000

The main vessel for Lake Wylie is the Sea Ark, but they also use the 2005 Trophy Center Console assigned to the North Division Lakes Unit. This unit has three boat houses built together at McDowell Nature Center and Preserve, 15222 York Road in Charlotte, which also stores most of their equipment. The Lake Wylie unit also shares a waterfront facility and modular office building with the other lakes Enforcement units in York County, South Carolina. This property is leased by Duke Energy to the Marine Commission, and then subleased by the Commission to the York County Sheriff's Office and the South Carolina Department of Natural Resources.

The estimated annual fuel and maintenance budget for Lake Wylie is like the allocated funds for the North Division Lakes Enforcement Unit. Fuel costs are \$18,000 and the maintenance budget projected at \$16,000 a year.

### Lakes Enforcement Equipment

The recommended equipment to start the new Lakes Enforcement Unit is shown in **Table 21**. These recommendations mirror what CMPD currently uses for Lake Wylie and Mountain Island Lake. **Table 21** shows the equipment, estimated current value, and the approximate cost if bought new.

### Lakes Enforcement Equipment

**Table 21**

Equipment	Quantity	Projected New	Current Estimated Value
2013 24" Silver Ship (4 seater Police Vessel)	1	*[\$239,799.00]	\$125,000.00
Trailer for the Silver Ship			\$ 3,500.00
2007 / 21-foot Trophy Center Console			\$ 16,000.00
Trailer for 2007 Trophy Center Console	1		\$ 1,500.00
2005 / 20- foot Trophy Center Console	1		\$ 12,500.00
Trailer for 2005 Trophy Center Console	1		\$ 1,500.00
2013 Ford F350	1		\$ 24,000.00
2014 Ford F350	1		\$ 25,000.00
Can Am Outlander ATV XT 570 @ \$8,500 each	2	\$ 17,000.00	
Tridon Trailer for ATV	1	\$ 3,000.00	
Boat House for the Silver Ship/Lake Wylie	1	\$30,000.00	
Fuel			
Maintenance			
<b>Totals</b>		<b>50,000.00</b>	<b>\$209,000.00</b>

Note: The trucks, if bought new, require the tow package.

\* Not included in the total projected costs.

### Proposed Training

Deputies on the Lakes Enforcement Unit need specialized training in Marine Law Tactics, North Carolina Boating Laws, as well as boating skills, seamanship and water safety. The North Carolina Justice Academy Schedules *Boating While Impaired* classes throughout the year. In addition, the National Association of Boating Law Enforcement Administrators (NASBLA) along with the US Coast Guard offers a wide range of training programs for those involved in maritime law enforcement, and for the newly assigned deputies to the seasoned experienced deputies.

Another valuable training resource is networking with other established and successful marine patrol units. These agencies can provide guidance and support in addressing issues pertaining to lakes enforcement. Lakes deputies should become certified as Emergency Medical Technician/Defibrillator technicians. This gives them the training to provide immediate responses to medical emergencies occurring on the water.

Additionally, the Charlotte Fire Department (CFD) and Central Piedmont Community College (CPCC) are valuable resources with the EMS training. In the past, neither have charged the CMPD for EMT training. The classes through CPCC usually are two nights a week for five months ending with the State exam. If the CFD taught the class, it could be taught five days a week along with the fire recruits for five straight weeks, followed by the State exam.

The lake deputies need to be a part of the Swift Water Rescue Plan by training with the CFD. This training allows deputies to provide professional responses to swift water emergencies that might occur in the areas near creeks or rivers bordering the lakes.

### Animal Care and Control (ACC)

The Charlotte-Mecklenburg Police Department currently provides animal care and control services to the unincorporated areas of Mecklenburg County. If the MCSO elects to provide the full range of police services to these areas, then Animal Care and Control (ACC) will be a consideration.



The ACC function is dedicated to ensuring the safety and welfare of animals and the community while promoting responsible pet ownership. These goals are best met through education and enforcement of county ordinances and state laws.

To provide full time ACC services, the MCSO will need five non-sworn positions, with one assigned to each Patrol shift, and one relief position for a total of five positions. ACC is technical in nature and requires a thorough knowledge of animal care protocols, best practices, local ordinances, and state laws plus records maintenance skills. Therefore, one supervisory position is recommended to oversee this function and ensure legal and regulatory compliance.

Several jurisdictions in Mecklenburg County contract with the CMPD to provide animal care and control services. Each contract is specific to the jurisdiction and is individually negotiated with the CMPD. In addition to personnel, the following equipment and additional expenses shown in **Table 22** will be needed to staff the ACC section.



## Animal Care and Control Projected Equipment Costs

**Table 22**

Equipment	Quantity	Cost Per Item	Extend Cost
Animal Control Trucks	3	\$40,000.00	\$120,000.00
Computer	3	\$3,914.88	\$11,744.64
Mobile Radio	3	5,150.75	\$15,452.25
Cleaning Supplies	3	\$800.00	\$2,400.00
Safety Equipment	3	\$500.00	\$1,500.00
Professional Fees	3	\$75.00	\$225.00
Housing Animals		\$100,000.00	\$100,000.00
<b>Totals</b>		<b>\$150,440.63</b>	<b>\$251,321.89</b>

In addition to personnel and equipment, the MCSO must house and care for animals that come into its care or custody. This requires facilities which are adequate in size and function and which also meet all applicable regulations. This presents the MCSO with two options. First, it is possible to contract with the CMPD (which maintains the largest animal shelter in the county) to accept, house, and care for animals that come into its control. Other jurisdictions within the county have such contracts where they pay for a specified menu of services. As a second option, the MCSO can build, staff and operate its own animal shelter which will include land and construction costs as well as an undetermined number of new positions. While development of these options is beyond the scope of this study, contracting for services is obviously the most expedient and cost effective. ISS included \$100,000.00 in the cost summary to cover this eventuality.

### Traffic Enforcement

The most efficient way for the new Patrol Division to provide traffic services is to incorporate such services into the job responsibilities of the Patrol deputies. This is preferable to creating and paying for a specialized traffic unit. A remaining question is whether existing motorcycle deputies should be assigned to Patrol and their current duties reassigned, but this decision can be made later. If the MCSO decides to move the motorcycle deputies to Patrol, then five new patrol deputy positions can be backfilled to assume the job responsibilities of the former motorcycle deputies. Regardless, at least two deputies should be trained in accident reconstruction to investigate serious or fatal traffic accidents. The North Carolina Highway Patrol will continue to provide traffic services to the interstates in the unincorporated areas.



The MCSO should consider additional training beyond Basic Law Enforcement Training (BLET) for Driving While Impaired enforcement, intoxilyzers, and speed enforcement.

The Patrol Division will have 60 patrol cars. The MCSO should consider purchasing 20 speed detection units, or radars, and assigning five such units to each shift for optimum coverage.



## Proposed Radar/Speed Detection Devices

**Table 23**

Quantity	Brand	Model	Description	Cost Per Unit	Total Costs
20	Kustom Signal	LW193	Golden Eagle II Radar with Dual antenna	\$2,653.99	\$53,079.80

Note: Kustom Signal is cited as an example, but not endorsed.

### Joint Task Forces

Currently, the MCSO participates in several task forces, including the FBI's Joint Terrorism Task Force. Staffing for these assignments will remain the same.

### Bicycle Patrol

The MCSO will consider bicycle patrols later, but not under this proposal.

## 4. SUMMARY AND STAFFING RECOMMENDATIONS FOR PATROL

### STAFFING PROJECTIONS

Based on the analyses, discussions, and recommendations from each section of this study the new Patrol Division will require 94 new positions. These will be a combination of sworn and civilian, and the totals are summarized in **Table 24**. These new positions do not include the current six K-9 positions or any new positions for the Special Response Team (SRT). Total staffing for the new Patrol Division comes to 98 positions. This is predicated on the assumption that the MCSO will provide the full range of law enforcement patrol services to the county's existing unincorporated areas.

### Proposed Staffing for the Patrol Division (New Positions)

**Table 24**

Positions	Sworn Deputies	Sworn Supervisors	Command Executive	Non Sworn	Non Sworn Supervisors	Current Positions not in New Position Totals	Totals
Patrol Deputies	52						52
Patrol Corporals	8						8
Patrol Sergeants		8					8
Command			6				6
Executive			1				1
Administrative Assistant				1			1
School Resource			3				3
K-9	2						

						[4]	2 [6]
Bomb	1						1
Special Response Team	No Additions						0
Crime Prevention	1						1
Lakes Deputies	4						4
Lakes Sergeant		1					1
Joint Task Forces	No Additions						
Animal Control				5			5
Animal Control Supervisor					1		1
<b>Total New Positions</b>	<b>68</b>	<b>9</b>	<b>10</b>	<b>6</b>	<b>1</b>		<b>94</b>

## 5. OPERATIONAL AND BUDGET ISSUES OUTSIDE THE PATROL DIVISION

This scope of this study extends beyond the patrol function to include the staffing and resource requirements for Criminal Investigations, Support and Administrative services, and other smaller operational units. This study focused on essential resources to start the new Patrol Division and supporting functions, and it did not consider smaller expenditures such as contractual agreements, office supplies and expenses, and miscellaneous equipment.

### CRIMINAL INVESTIGATIONS DIVISION (CID)

While staffing and resource requirements for a new Patrol Division can be based on workload indicators, the number of deputies assigned to follow-up investigations is more a policy decision to be based on the guidelines ultimately adopted for processing of Patrol workload. Analyzing crime rates, workload data, case flow, and investigative practices in comparable jurisdictions reveals little consistency and provides minimal assistance in deciding how to allocate investigative resources within the MCSO. Likewise, within Investigations, questions remain whether to specialize by crime categories and how much specialization is warranted. While empirical analysis helps with these decisions, no overall standard exists for either the percentage of deputies assigned to Investigations or the deployment and organization of resources within Investigations. Generally, less specialization works best and provides a more efficient use of resources for smaller agencies.

The most practical approach to staffing decisions for investigative operations uses historical data to develop workload indicators specific to the agency in question. This would include an analysis of incident reports to understand how many and which types require investigative follow-up, the volume of such reports, and the time required to manage them. Staffing decisions will depend on a number of variables and procedural issues, but the basis of the calculation will be to define and understand the workload involved and then to carefully determine the staff and other resources

required to deal with it. Unfortunately, data and workload indicators of the type needed from the unincorporated areas of Mecklenburg County were not available to ISS for this study. This increases the difficulty of accurately estimating staffing needs for the new investigative unit. Once the new Criminal Investigations Division (CID) is formed, however, the MCSO can quickly begin to collect and analyze this information and adjust staffing appropriately.

What follows uses some baseline data and national norms to provide a starting point for the MCSO's new investigative unit.

## METHODOLOGY

### Percentages/Ratios

The type of crime in the unincorporated areas will be primarily crimes against property (i.e. residential and commercial burglary, vehicle break-ins, thefts, etc.) Since sufficient data was not provided for this study, determining CID staffing required alternative approaches. Some staffing models say the number of investigators should equal 17 percent of Patrol staffing while others call for a ratio of one to five or 20 percent. ISS attempted to modify some of the data provided in conjunction with ratios to suggest staffing levels for CID. **Table 25** below shows the ratios/percentages for Patrol and Investigative positions for North Carolina sheriff's offices serving populations greater than 100,000. (This information was obtained by surveying each sheriff's office during August 2017.)

**North Carolina Sheriff's Offices Serving Populations Greater than 100,000 Residents  
Percentages & Ratios for Patrol  
Versus Criminal Investigations Division Staffing**

**Table 25**

County	Residents	Full Time Employees	Total Sworn Deputies	Deputies Assigned to Call for Service	Deputies Assigned to Investigations	Percent of Sworn Deputies Assigned to Investigations	Ratio of CFS Deputies to Deputies Assigned to Investigations
Buncombe	217,531	415	212	60	22	10.38%	3.6
Cabarrus	183,000	361	213	40	14	6.75%	3.5
Cumberland	302,963	749	309	52	72	23.30%	13.8
Davidson	147,246	193	132	36	12	9.09%	3.3
Durham	246,896	247	181	40	16	8.84%	4.0
Forsyth	350,670	539	233	89	22	9.44%	2.47
Guilford	433,000	660	259	90	49	18.92%	5.4
Orange	140,352	147	121	49	16	13.22%	3.26
Rowan	136,254	195	180	61	23	12.78%	3.7
Union	205,718	310	207	48	23	11.11%	4.79
Wake	1,000,862	1021	384	118	75	19.53%	6.35

Source: ISS contacted each sheriff's office and obtained the most current data as of August 2017.

**Table 26** summarizes and restates the information from **Table 25**. On the average, 12 percent of sworn deputies are assigned to Criminal Investigations with a typical ratio of five Patrol deputies to one detective.

### Descriptive Statistics Patrol Versus Criminal Investigations Division Staffing

**Table 26**

Measure	Residents	Full Time Employees	Total Sworn Deputies	Deputies Assigned to Calls for Service	Sworn Deputies Assigned to Investigations	Percent of Sworn Deputies Assigned to Investigations	Ratio of Calls for Service Deputies Assigned to Investigations
*Count	11	11	11	11	11	11	11
Median	217,531	361	212	52	22	11%	3.70
Mean	305,863	440	221	62	27	12%	4.92
Maximum	1,000,862	1021	384	118	75	23%	13.80
Minimum	136,254	147	121	36	12	7%	2.27
Range	864,608	874	263	82		17%	11.33

Source: ISS contacted each sheriff's office and obtained the most current data (2017).

\*Number of sheriff's offices survey.

#### DETERMINING STAFFING FOR THE CRIMINAL INVESTIGATIONS DIVISION MODIFIED WORKLOAD

In the absence of other more detailed workload data, ISS used as a guide in projecting staffing for the new investigative unit the data from, *Appendix A [Other jurisdictions & ETJ Unincorporated Areas in Mecklenburg County/CMPD Units Assigned, Patrol, Motorcycle, Aviation, K-9]*, provided by the City of Charlotte. It is included in this study as **Appendix 5** and was used to gain a better understanding of what the investigative workload might be. In this report event totals were presented by crime category, then those that would not have become an actual incident report were deleted (i.e. events like simple disturbance, zone checks, public service, etc.). Then staffing totals were estimated using projections of reasonable caseloads and service times for criminal investigations generally. Using this methodology the average case load for investigators, excluding the two vice and alcohol detectives, is approximately 20 cases per month. Under this methodology totals for crimes against persons are probably reasonable, but crimes against property are probably underestimated. This should, however, provide a fair starting point, and if the balance of investigative workload seems wrong, supervisors can reassign, add or eliminate positions based on actual workload as new data becomes available.

Several categories were adjusted to err on the side of caution and to more accurately reflect the number of incidents that will be referred for follow-up investigation. For example, a higher proportion of domestic violence incidents would likely be referred for investigative follow-up than is indicated here. Totals for incidents like death investigations, robberies and sex offenses were not adjusted since these illustrate clearer definition. Averages were used for the three-year period (2014, 2015 and 2016). No data at all was included in the CMPD report for some events or crimes that are normally referred to investigators. This data does not account for the number of units

assigned, which could be more than one, or the type(s) of unit. Further it does not account for service times for these incidents or for their relative seriousness. Even given its multiple limitations, however, this methodology and the data available from CMPD should provide accurate insight into the investigative workload the new investigative unit.

### Criminal Investigation Division Staffing Modified Workload Analysis

**Table 27**

<b>SECTION</b>	<b>* Three (3) Year Average Crime Estimates</b>	<b>Detectives</b>	<b>Sergeants</b>
<b>CRIMES AGAINST PERSONS</b>		3	1
Homicide/Death Investigations	0		
Death	7		
Suicide	120		
ADD (99)	65		
Overdose	29		
<b>Total</b>	<b>*221</b>		
<b>Sexual Assaults</b>			
Sex Crimes	33		
Kidnapping	3		
<b>Robbery</b>	39		
<b>Total</b>	<b>*257</b>		
<b>Family Services</b>			
Domestic Violence (1556)	500	3	
Missing Persons	253		
<b>Juvenile Investigations</b>	82		
Crimes by Juveniles			
Crime by Juveniles			
<b>Total</b>	<b>*835</b>		
<b>Crimes Against Property</b>			
Breaking & Entering	560	3	1
Fraud	37		
Arson	1		
Larceny (Felony)	Not Provided		
<b>Total</b>	<b>*598</b>		
Vice & ABC			
Detectives		2	
<b>TOTAL</b>	<b>*1911</b>	<b>11</b>	<b>2</b>

**Table 28** compares projected workload and staffing (using the above methodology) with the mean of the 11 North Carolina sheriff's offices surveyed by ISS.

**Summary of Staffing Recommendations Comparing  
Criminal Investigations Divisions to the  
Mecklenburg County Sheriff's Office**

**Table 28**

<b>Comparison</b>	<b>Mecklenburg County Residents</b>	<b>MCSO Deputies Assigned to Calls for Service</b>	<b>Proposed Deputies for Investigations</b>	<b>Percent of Sworn Deputies Assigned Investigations</b>	<b>Ratio of Calls for Service Deputies Assigned to Investigations Percent</b>
<b>Mecklenburg County Sheriff's Office</b>	57,488	60	11	18.33%	5 to 1
<b>Descriptive Statistics</b>	<b>Population</b>	<b>Deputies Assigned to Calls for Service</b>	<b>Deputies Assigned to Investigations</b>	<b>Percent of Sworn Deputies Assigned Investigations</b>	<b>Ratio of Calls for Service Deputies Assigned to Investigations Percent</b>
<b>Mean</b>	<b>305,863</b>	<b>62</b>	<b>62</b>	<b>12%</b>	<b>5 to 1</b>

Source: ISS contacted each sheriff's office and obtained the most current data (2017).

Based on these projections, nine investigator or detective positions should be sufficient to staff the MCSO's new Criminal Investigations Division at the onset, with two additional detectives assigned to Vice & Narcotics and Alcohol Enforcement. (Supervision of the unit is discussed below.) If or when accurate workload data becomes available, additional analysis and adjustments can be made.

#### **SUPERVISION FOR THE CRIMINAL INVESTIGATIONS DIVISION**

Policy determines the span of control for first line supervisors in Patrol and in Investigations. Several specific factors should also be considered, however, when determining the ratio of investigators to supervisors. These include the organization and division of workload, the complexity of the work performed, the critical nature of the work and the consequences of errors, the need for review of subordinate performance, and the experience, training and skill sets involved. Based on the projection of 11 investigators allocated between crimes against persons and crimes against property, two supervisors will be sufficient. As with patrol, ISS recommends using a balance of one existing supervisor with one new supervisor. Blending organizational knowledge and experience with new employees helps accelerate the assimilation of new personnel into the Sheriff's Office.

#### **JUVENILE INVESTIGATIONS**

Juvenile investigations are usually complex due to the legal and investigative protocols required in working with at-risk youth and juvenile offenders. Services provided typically include

prevention, intervention, investigation, and suppression activities. The number of juvenile deputies depends on the job description and services offered, both of which are largely policy decisions. Workload data for juvenile investigations was not provided for this study. To begin, however, ISS recommends one juvenile investigator to concentrate on crimes committed by juveniles and against juveniles (i.e. those with juvenile victims). Based on the anticipated case load, juvenile investigations can be supplemented as needed by detectives from the crimes against persons unit until the MCSO has compiled workload data sufficient to warrant changes in the staffing of the unit.

Even though North Carolina does not require juvenile detectives to be certified or receive special training, common sense and good management mandate that they do. Juvenile investigations require specific knowledge, skills, and abilities that are not included in most police training. Juvenile law is complicated and errors or omissions in handling cases where either the suspect or the victim (or both) are juveniles can have severe consequences. (MCSO should consider providing limited juvenile training for all Patrol deputies since all will be enforcing curfew ordinances in the unincorporated areas.)

(North Carolina House Bill 280: Juvenile Reinvestment Act, effective December 2019, applies to 16 and 17-year-olds accused of misdemeanors and low-level felonies like larcenies, break-ins and other non-violent crimes. This law will have significant impact on law enforcement policies, procedures, and resources related to law enforcement's relationship with juveniles in North Carolina. The MCSO should understand the consequences of this legislation and begin now to prepare for it.)

## **ALCOHOL ENFORCEMENT/VICE AND NARCOTICS**

**Alcohol Law Enforcement:** Current services provided by the CMPD ABC unit include the enforcement of the State Alcoholic Beverage Control laws and the Controlled Substances Act. With the MCSO providing direct police services to the unincorporated area that agency will inherit some portion of this workload. This will include specialized enforcement of laws related to use of alcohol by underage persons and the prevention of crime related to alcohol and drug use. In addition, this unit would be responsible for receiving and reviewing requests from the community for alcohol permits, and overseeing establishments that serve alcoholic beverages. Alcohol Enforcement should maintain comprehensive records of its activities.

As noted above, ISS recommends integrating Alcohol Enforcement with Vice and Narcotics Enforcement. The nature the work is similar and the anticipated workload for each at this point is small. One option to consider is sharing the alcohol enforcement responsibility with uniformed patrol operations. ISS recommends one Alcohol Beverage and Control (ABC) Enforcement deputy assigned to CID.

**Vice and Narcotics Enforcement:** The CMPD currently provides vice and narcotics enforcement for most of the county, but the MCSO will assume this responsibility for the unincorporated areas. ISS recommends one Vice and Narcotics deputy to collaborate with the ABC deputy to address drug and alcohol issues in the unincorporated areas. The position should be assigned to CID. This



represents a starting point, and resources allocated to this function can be adjusted later as workload warrants.

### **CASE ASSIGNMENTS**

Agency policy should decide the criteria for case assignments. Most agencies share follow-up responsibilities between Patrol and Investigations, depending on the type and level of the offenses involved. Most agencies also use a records management system (RMS) which includes management tools that categorize and assign cases based on a number of variables. For ultimate customer service, all criminal incident reports should receive some level of attention or follow-up.

Assigning case follow-up responsibilities to patrol deputies provides experience in handling less serious investigations and prepares them to some extent for eventual assignments outside patrol. Sharing follow-up responsibility also affects the number of detectives needed and provides an overall higher quality of service. While some law enforcement agencies only conduct follow-up investigations for felonies or serious misdemeanors, the MCSO should consider some level of investigative follow-up or citizen contact for all reported crimes by developing case assignment protocols.

### **CRIMINAL INVESTIGATIONS DIVISION ORGANIZATIONAL STRUCTURE**

CID's organizational structure will include two units, Crimes Against Persons and Crimes Against Property. One sergeant supervises each unit.

**Crimes Against Persons:** Crimes Against Persons will handle all offenses in which the victims are human. This normally includes more serious crimes like homicides (and all death investigations)



rape and other sex-related offenses, most physical assaults (including all those involving weapons or aggravating factors), robberies and kidnappings. Additionally, Crimes Against Persons will encompass Family Services which includes domestic violence and missing person investigations. Crimes Against Persons should include six detectives and one sergeant.

**Crimes Against Property:** Crimes Against Property will be responsible for property crimes including such things as residential and commercial break-ins, felonious larceny and theft, fraud, arson, and vehicle theft. Crimes against Property should include three detectives and one supervisor.

**Vice and Narcotics/Alcohol Enforcement:** Vice and Narcotics/Alcohol Enforcement will be housed and managed within Crimes Against Property and will report to the Crimes Against Property supervisor. Two detectives should be assigned to Vice and Narcotics/Alcohol Enforcement.

To summarize, ISS recommends a total of 11 detectives and two sergeants to staff the initial Criminal Investigations Division, with positions, job responsibilities and number of detectives evolving as the MCSO develops crime data to justify staffing adjustments. Specific job

descriptions, protocols for case assignment and management, equipment, training, and similar issues will be management policy decisions.

**Criminal Investigations Division  
Organizational Chart**  
(July 1, 2018)



**SUPPORT SERVICES FUNCTION**

The Support Services Division typically encompasses those functions and operations that are necessary to the core mission of the agency but which are not by definition components of the major operational units. Support services provide necessary maintenance and support within the

agency (i.e. records management, property and evidence management, communications, fleet maintenance, building maintenance, and other things.), and some provide a necessary and valuable interface with the public. The definition of functions to be assigned to Support Services will be a management policy decision. For the purposes of this study, ISS attempted to define a starting point for the primary support functions, but did not consider where they would fit within the present organizational structure. These decisions should be made at the appropriate time by the Sheriff's Office. In many cases it will be possible to combine new functions with existing operations. Where possible, mergers will be easier, cheaper and faster than creating new, stand-alone operations.

### **Communications/E911 and Dispatch**

The MCSO's Communications Center is the nerve center and life-line for the Sheriff's Office that links them to the community and to each other. It is vital to the overall mission of the agency. The Communications Center will need to answer all 911 calls including police, fire and EMS for the unincorporated ETJs. This is currently handled by the CMPD Communications Center. All ETJ 911 calls are answered there. ETJ fire and EMS calls are routed from CMPD to the Medic Communications Center for dispatch of the appropriate volunteer fire or EMS units. Several issues are key in providing these services.

In North Carolina calls from the public to a public safety agency (police, fire, medic) are received through a Public Safety Answering Point, or PSAP. The PSAP, in turn, is responsible for answering calls to an emergency telephone number and ensuring that calls are handled and dispatched appropriately. The telecommunicator at the PSAP either dispatches a response unit directly or transfers the call to a dispatcher in another public service agency and that person directly dispatches a response unit.

The MCSO must confront several issues. First, the MCSO cannot receive a PSAP license within the time available before services to the unincorporated areas must commence. In fact, it is possible that no more PSAP licenses will be issued in North Carolina, at least not soon. (The North Carolina 911 Board's position is that while a stand-alone PSAP is not impossible, most all current and new PSAP licenses will go toward the creation of consolidated or multi-agency PSAPs.) The most viable option, therefore, is for the MCSO to contract with an agency that already provides these services. This arrangement has associated costs, but 911 funding might be available to offset these. In Mecklenburg County, four agencies have PSAP capabilities, (1) the Pineville Police Department, (2) Mecklenburg County Medic, (3) the Cornelius Police Department and (4) the CMPD. The MCSO would have to contract with an agency who has PSAP. The best options for the MCSO appear to be the Pineville Police Department or Medic to provide PSAP services.

The second issue is that when an emergency call is received from a PSAP the MCSO must still handle its own dispatching. It can do this through its own communications center or it can contract with some other agency that already has sufficient communications and dispatching resources. If the MCSO elects to provide its own dispatching, then it will need building space to house a communications center, a CAD system, a Records Management System (RMS), appropriate 24/7 staffing and supervision, and other equipment. Purchasing and installing CAD systems, establishing a communications/dispatch center, installing equipment, and hiring and training

telecommunicators are all time-consuming tasks with significant associated costs. Linked with this would be some evaluation of the capabilities of the current MCSO communications and dispatch system to determine whether it could be modified or expanded to accommodate the needs of the new division. A secondary or back-up communications location will still be required in case the central or main dispatch center becomes unavailable for whatever reason.

If the MCSO contracts with another public safety agency to provide dispatching services, the costs would be much less than developing this capacity on their own, and the time required would be significantly less. Under the best of circumstances, it will be difficult for the MCSO to establish a communications and dispatch operation under either scenario by July 1, 2018. Contracting with another agency, however, provides the best chance of meeting the deadline. With contract services in place the MCSO can still develop their own communications center later if they want to do so.

Finally, the MCSO's current Communications Center dispatches for the jail, county courthouse security, civil processes, executions, and the fugitive functions. A decision must be made whether these dispatch functions would be incorporated into the new communications platform or remain separate with the MCSO.

There are three short and/or long-term options for the MCSO to implement public safety communications services for the unincorporated areas of Mecklenburg County,

#### **The Pineville Police Department as an Option**

The first option to be considered is the Pineville Police Department's (PPD) offer to provide PSAP and dispatch service for the MCSO. PPD owns and operates its own independent radio system, which is separate from all other local public safety agencies in the Charlotte-Mecklenburg area. Currently the PPD answers police, fire and EMS 911 calls for both Pineville and Mint Hill. Fire and EMS calls are routed to Medic for dispatch. Pineville's Communications Center dispatches police calls for service for the PPD and the Mint Hill Police Department, and they have a good performance record doing this. The PPD recently added equipment from the City of Charlotte Urban Area Security Initiative (UASI) radio system to their radio system in order to patch the two systems together. They maintain two telecommunicators per shift to dispatch for both Pineville and Mint Hill simultaneously, and part time telecommunicators are used for high call volume times and for relief. The communications manager works Monday through Friday from 8:00 a.m. to 5:00 p. m, or as needed.

There are several issues to consider if the PPD provides PSAP and dispatch services for the MCSO. First, if the current radio systems are patched together an alert from the emergency buttons on portable radios would not be received by the PPD; it would be received by the Charlotte-Mecklenburg Police Department communications center. Second, the PPD's secondary or back-up communications location is the Cornelius Police Department Communications Center (CPDCC). Space is limited in that agency, and if the backup location is ever activated adding two consoles there (i.e. replicating the facilities at the PPD) would be a problem. And third, the PPD Communications Center limits the number of radio talk groups or MCSP operational channels (i.e. those that would be monitored and/or used for dispatching). The likely number of talk groups would be less than eight.

For the PPD to provide dispatch services for the MCSO, they propose adding two telecommunicator positions, which would require eight full time employees to ensure the positions are filled 24/7 and the workload properly managed. These would PPD employees, but their full cost would be paid by the MCSO. The MCSO would be expected to fund all additional equipment and service costs. These employees would work 12-hour shifts. In-house entry level training would require approximately 16 weeks, although this can be adjusted based on the trainee's rate of progress.

In addition, the PPD has offered office and desk space for the deputies assigned to the new MCSO Patrol Division to use, which would eliminate the need for the MCSO to build or lease a division office (at least initially). Further, the PPD has offered the MCSO use of its CAD and RMS software, provided the MCSO purchases licensing from the software vendor and covers any other additional costs. The MCSO would also be expected to cover the costs for adding 911 and administrative lines, furniture, and other equipment needed.

The Pineville Police Department is offering, in effect, a package price. Costs associated with that agency providing E911 and communications services for the MCSO are shown in Tables 29 and Table 30. The total startup costs would be approximately \$679,500.00; annual or recurring costs would be approximately \$492,500.00. The Pineville Police Department's offer to provide E911 and dispatching services for starting to provide police services is by far the least expensive option.

### **Initial Equipment Required for the Pineville Police Department to Provide PSAP and Dispatch Services**

**Table 29**

<b>Equipment Required</b>	<b>Quantity</b>	<b>Costs</b>
Mobile CAD start up licenses	15	\$23,500.00
CAD Reporting Station License	1	\$1,000.00
911 Positions	2	\$50,000.00
Radio Positions (4 Control Stations)	4	\$75,000.00
IT Setup for Remote CAD Mobile Users	1	\$2,500.00
Furniture Positions	2	\$35,000.00
<b>Total Equipment Costs</b>		<b>\$187,000.00</b>

Annual ongoing costs for the Pineville Police Department to provide E911 and dispatch services for the Mecklenburg County Sheriff's Office is \$492,500.00 including personnel and software licenses as required as shown in **Table 30**.

**Annual or On-Going Costs for the Pineville Police Department  
911/Communication Services**

**Table 30**

Items	Quantity	Costs
Mobile CAD Annual Support	1	\$4,000.00
CAD Station	1	\$1,000.00
911 Support	1	\$4,000.00
Radio Console Support	1	\$3,500.00
Personnel Costs	8	\$480,000.00
<b>Total Annual (On-Going Costs)</b>		<b>\$492,500.00</b>

**Medic Option**

The second option involves a contractual arrangement with Medic at its new location on Wilkinson Boulevard. This building is scheduled to open in late December 2017 or early January 2018. The successful merging of communication services would be dependent in large part on the availability of physical space, technology sharing, funding by both Medic and the MCSO, as well as the political environment between the agencies. Sharing these resources and costs should result in improved services to the community and future cost savings for the MCSO and Mecklenburg County.

Medic is a certified PSAP and maintains and operates its own 911 Communication Center known as CMED (Central Medical Emergency Dispatch), which holds the distinction of being a doubly accredited Center of Excellence by the National Academy of Emergency Dispatch in both Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD). This call center will be housed at a new location on Wilkinson Boulevard. Medic CMED is also a secondary Public Safety Access Point (PSAP), and 911 calls are typically transferred to Medic from the main PSAP at the Charlotte-Mecklenburg Police Department (CMPD) as well as from the two other PSAPs at the Pineville Police Department and Cornelius Police Department. When all 911 lines are full at the CMPD, new calls roll to the Charlotte Fire Department (CFD), and when those are full, new calls then roll to the CMED.

The CMED can serve the non-English speaking citizens by conferencing with third-party interpreters for any language, and it is able to connect with the deaf community via video relay services, teletypewriter text telephone (TTY) and Telecommunications Device for the Deaf (TDD).

CMED's current staffing as of January 6, 2017, is 40 full time employees (FTE). For fiscal year 2018 this number was increased to 48 FTEs to manage increased call volume. On January 2, 2018, Medic will adopt a 40-hour work week for all staff, and will use a combination of eight, ten and thirteen-hour shifts. The majority of the telecommunicators will work a modified 13-hour rotation, still working every other weekend with weekends being Friday, Saturday, and Sunday. The first day of the new schedule will begin on Tuesday, January 2, 2018.



Lastly, it is recommended that the current MCSO Dispatch function remain at MCSO Headquarters and continue operations unchanged. This center could be used as a back-up or replacement site during an emergency.

### **Medic and MCSO Radio System/Equipment**

It should be noted that the MCSO is a primary stakeholder in the City of Charlotte's UASI Radio System. It has been a member of this system and group for over twenty years, has a representative on the Radio Communication Council (RCC), and is a voting member on any changes to the radio system. The RCC is the governing body of the UASI system with representatives from the various agencies that operate on that system.

Medic is scheduled to install 22 to 24 radio/CAD console positions in its new communication center, with room still available for additional consoles that would be needed for the MCSO to police the ETJs. Medic, as well as the CMPD, CFD, MCSO, and all other local public safety agencies, excluding the Pineville Police Department, operate on the same City of Charlotte Regional UASI Radio system, which means there would be no loss of radio features moving from agency to agency.

For MCSO to use the Medic option two additional consoles would be added to accommodate two additional telecommunicators. Four new telecommunicator positions would be needed to cover both shifts. These costs would be borne by the MCSO. The main radio infrastructure (i.e. cabling, antennas, recording equipment, etc.) will be in place in the new Medic building, but additional radios, back room equipment, and recording connectivity would be required. Following are estimates for these main components.

### **Radio Costs – Medic Option**

**Table 31**

<b>Equipment</b>	<b>Quantity</b>	<b>Initial Costs</b>
MCC7500 radio operator consoles and back room equipment	2	\$165,000.00
Cabling		\$3,720.28
Ethernet		\$7,555.92
UASI Radio access fees for an additional 75 mobile and 75 portables, and two consoles		
<b>Totals</b>		<b>\$176,276.20</b>

### **CAD/CAD Mobile/RMS**

Medic uses a Computer Aided Dispatch (CAD) system from the company Tritech, called Inform. Medic does not have a police Records Management System (RMS). Before this study, the MCSO requested quotes for the Zuercher Suite product. There is a gateway of interoperability between Inform, utilized by Medic, and Zuercher which should allow Medic and MCSO to distinguish who is en-route or on-scene for whatever call for service. The Zuercher Suite touts itself as being one

application, one server, and one vendor, and their sole focus is on public safety software. The current CAD in place at the MCSO is Vision CAD system. Vision is now owned by Tritech, but the entire system needs replacement, or at minimum, extensive upgrades. The timing for a merger of MCSO communications with Medic, therefore, could be fortuitous.

For this study, ISS used the quotes obtained by the MCSO for the Zuercher Suite. If the MCSO were to purchase the Zuercher Suite, it would include all modules, except the Jail Management System (JMS). Zuercher also has optional modules included with its final quote, but the MCSO can reduce the cost of Zuercher by \$833,000 by eliminating these optional modules from the final quote. Zuercher says it takes about nine months to implement these systems, which includes assembly, deploying applications, and training staff.

(ISS requested a quote from the Tritech sales representatives for Tritech Inform CAD, CAD Mobile, and the RMS, but no response received as of the date of this report.)

### CAD Costs—Medic Option

**Table 32**

Equipment	Quantity	Initial Costs
Full Zuercher Suite: CAD/CAD Mobile, RMS, Portal, Civil, Finance, Mapping, etc.	1	\$2,166,464.00
<b>OR</b>		
Zuercher Suite with optional modules removed. <i><u>This is a reduction of: \$833,600.00</u></i>	1	\$1,332,864.00

### Additional CAD and Radio Costs—Medic Option

**Table 33**

Equipment	Quantity	Initial Costs
<b>Furniture</b> for two console workstations	1	\$ 36,366.36
<b>Phone System</b> for handling 911 lines at two	1	\$ 131,348.25
<b>Electrical</b> - two 20-amp circuits for 750 W consoles ( <i>Verbal Estimation</i> )	1	\$ 3,000.00
<b>UPS Back-Ups</b> for Consoles ( <i>Verbal Estimation</i> )	1	\$ 2,000.00
<b>Totals</b>		<b>\$172,714.61</b>

### Recording Equipment

Medic and the MCSO use the same vendor for the recording of voice and data communications, which drastically reduces pricing opposed to a new stand-alone system. The cost to add Analog and VoIP Channels to the proposed MEDIC Recording System to accommodate the Mecklenburg Sheriff's Office is \$6, 170.00. The total cost for equipment is \$3,848,318

### Recording Equipment—Medic Option

**Table 34**

Equipment	Quantity	Initial Costs
VoIP Channels additions MEDIC Recording System	1	\$55,737.00
<b>Totals</b>	1	\$55,737.00

#### Staffing - Medic Providing 911/Communication Services

First, if the MCSO elects to use Medic for communications services, it has not been decided whether Medic or the MCSO will employ the new dispatchers. This decision ultimately affects a lot of other management decisions pertaining to such things as recruiting, hiring, training, supervision, and staffing. As with patrol staffing, ISS has access to no workload data sufficient to project MCSO staffing needs.

If the MCSO partners with Medic, it is clear that two additional telecommunicator positions are needed per shift to meet anticipated call volumes, which will amount to eight positions. To these must be added three additional relief positions which brings the total to 11. Once a determination is made on the employing agency the number of supervisors can be determined, but it should require a minimum of two; perhaps more.

Medic's training program for new telecommunicators requires 16 to 20 weeks to obtain full certification, but Medic's telecommunicators are not certified to provide law enforcement dispatching. A separate training program would be needed for law enforcement telecommunicator certification. This also raises the question of whether some number of Medic dispatchers should be cross trained to handle the Sheriff's Office dispatching.

If the MCSO hires the telecommunicators they will adopt the 12-hour shift schedule already in place in the Sheriff's Office. Assigning two dispatchers per patrol shift requires a total of eight telecommunicators with three added for relief, which brings the total to eleven. Two supervisors should be sufficient. **Table 35** shows the staffing projections using the Medic option with the MCSO hiring the telecommunicators and supervisors.

### Mecklenburg County Sheriff's Office Staffing Communications Medic Option

**Table 35**

Shift	New Positions	Relief	Supervisors	Totals
Telecommunicators	8			8
Relief		3		3
Supervisors			3	3
<b>Total</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>13</b>

### Total Cost Projections for the Medic Option

The total cost projections for Medic providing E911 and communication services is summarized in **Table 36**.

#### Total Estimated Equipment and Staffing Costs – Medic Option

**Table 36**

Item	Quantity	Costs	Extended Costs
Software - CAD/CAD Mobile/RMS - Full Zuercher Suite	1	2,166,464.00	\$2,166,464.00
Equipment - Radios/Cabling/Connectivity/Electrical/Recording	1	\$237,013.20	\$237,013.20
Phone System	1	\$131,348.25	\$131,348.25
Furniture	1	\$36,366.36	\$36,366.36
Staffing = (2 Supervisors & 11 TCs)		\$789,600.00	\$789,600.00
<b>Total</b>			<b>\$3,360,791.81</b>

Note: If decided not to include the full Zuercher Suite, then subtract \$833,600.00 for a total of \$2,527,191.81.

### MCSO Self-Contained – Public Safety Answering Point (PSAP)

The possibility of the MCSO creating a stand-alone Public Safety Answering Point (PSAP) Emergency Call Center faces some significant hurdles. The cost of this option are high and licensing for a stand-alone PSAP is unlikely, especially within the time constraints that apply here.

The MCSO's current dispatch center is in the headquarters building, but that site does not have the space for the expansion necessary to house additional dispatch/radio/CAD consoles. The most likely options for relocation of the communications function would be the Administrative Services Building located at 901 Elizabeth Avenue, specifically the third or fourth floors. (This space is also the most likely site for the potential Records Management Section.) Further studies and inspections would be necessary to determine if the MCSO Administrative Building would meet the requirements as set forth by NFPA 1221 code, and the requirements of 09 NCAC 06C.02010 – Public Safety Answering Point Facilities. Since these findings alone would decide whether this building would qualify for a PSAP this inspection should be done as early as possible in the process before money is spent on other things. (*see Appendix 3951 & 3952*).

If the PSAP requirements and codes are met and renovations are authorized, the costs to up fit the third or fourth floor of the Administrative Services Building are projected to be around \$1.4 million. This estimate is based a recent capital improvement quote for costs to renovate the third floor in order to relocate the Field Operations Division from the ABC Building on North Tryon Street to the Administrative Services Building. And this project did not include redundant and secondary systems, such as a secondary HVAC system, as required by NFPA 1221.

Should a PSAP be created by the MCSO, a secondary or back-up PSAP must also be established. Some agencies through mutual agreements use other agency's PSAPs as their secondary. For example, the Pineville PD and Cornelius PD each list the other's PSAPs as back-ups. If the MCSO

created its own PSAP, then the MCSO should consider partnering with another agency like Medic as its back-up. Costs are also associated with establishing a remote or secondary PSAP site.

### Radio Costs Self-Contained Communications Center

**Table 37**

Equipment	Quantity	Costs
MCC7500 radio operator consoles and back room equipment	4	\$393,000.00
Cabling		\$9,556.90
Ethernet/Connectivity		\$22,781.40
UASI Radio access fees for an additional 75 mobile and 75 portables, and four consoles		\$73,913.00
<b>Totals</b>		<b>\$499,251.30</b>

### CAD/CAD Mobile/RMS

The MCSO's current Computer Aided Dispatch (CAD) system is Vision CAD, which is owned by Tritech. It currently requires significant upgrades, and it is probable that the entire system is ready for replacement. As noted previously, the MCSO requested a quote from Zuercher Suite to replace the current CAD, and ISS could use this quote in projecting costs for a new communications center. Zuercher Suite has optional modules included in its quote (like a Jail Management System) which could be deleted. This could reduce the total cost by approximately \$833,000. According to Zuercher it would still take a minimum of nine months to assemble the products, deploy the applications, and train staff.

NOTE: ISS requested a quote from the Tritech sales representatives for Tritech Inform CAD, CAD Mobile, and their Records Management System (RMS), but no response has been received as of the date of this report.

### CAD Costs Self-Contained Communications Center

**Table 38**

Equipment	Quantity	Cost
Full Zuercher Suite: CAD/CAD Mobile, RMS, Portal, Civil, Finance, Mapping, etc.	1	\$2,166,464.00
<b>OR</b>		
Zuercher Suite with optional modules removed. <i><u>This is a reduction of: \$833,600.00</u></i>	1	\$1,332,864.00

**Additional CAD and Radio Costs  
Self-Contained Communications Center**

**Table 39**

<b>Equipment</b>	<b>Quantity</b>	<b>Cost</b>
Phone System for handling 911 lines at 2 consoles	1	394,084.50
Furniture for 2 consoles	1	111,366.36
Electrical – 7/ 20-amp circuits for 750 W consoles		7,000.00
UPS back up for consoles	1	10,500.00
<b>Total</b>		<b>522,950.86</b>

**Recording Equipment**

Assuming the direct police role for the unincorporated areas requires more recording capacity than the Sheriff's Office has now for communications radio traffic. Using the AIS server would allow for more functionality in recording multiple talk groups.

**Recording Equipment  
Self-Contained Communications Center**

**Table 40**

<b>Equipment</b>	<b>Quantity</b>	<b>Initial Costs</b>
AIS Recording System (see appendix 3500)	1	\$132,366.00
<b>Totals</b>		<b>\$132,366.00</b>

**Staffing**

To staff its own communications center, the MCSO would have to recruit, hire, and train an entire telecommunications staff, including new telecommunicators, supervisors and managers. The fact that this study has no workload data from the areas to be served affects needs projections for communications just as it does for patrol and other functions. As in these other areas, however, staffing needs for a standalone communications function can be done using other methodologies.

Assuming the ten current MCSO Dispatchers with their existing roles and responsibilities (i.e. service to the jail, courts and Field Operations) can be merged into a new communication center, this matter is considerably simplified and the MCSO can save some money. Using the existing 12-hour shift schedule, twelve new telecommunicator positions plus three relief telecommunicators would be combined with the existing ten positions, thus bringing the total number of telecommunicators to 25. Three additional supervisor positions added to the existing number of supervisors should be sufficient to provide a reasonable span of control. The entire unit could continue to be managed by a MCSO Sergeant who works administrative hours.



In total, combining the current dispatchers with the new positions warranted by the new Patrol Division total 25 telecommunicators and three supervisors for a total of 28 positions.

### Staffing for Communications and with Out-Source PSAP Self-Contained Communications Center

**Table 41**

Position	Current Positions	New Positions	Relief	Supervisors	Totals
Telecommunicator		12			12
Current Telecommunicator	10				10
Relief			3		3
Supervisors				3	3
<b>Total</b>	<b>10</b>	<b>12</b>	<b>3</b>	<b>3</b>	<b>28</b>

Note: Ten currently staffed positions are not included in the projected costs.

The total costs for the MCSO to stand up its own communications center is projected at \$4,721,032.16 (not including personnel costs) as summarized in **Table 42**

### Cost Summary

### Cost Summary for Communications Options Self-Contained

**Table 42**

Item	Quantity	Costs	Extended Costs
Software - CAD/CAD Mobile/RMS-Full Zuercher Suite	1	\$2,166,464.00	\$2,166,464.00
Equipment – Radios/Cabling/Connectivity/Electrical/Recording	1	649,117.30	649,117.30
Phone System for Call Center	1	\$394,084.50	\$394,084.50
Furniture	1	\$111,366.36	\$111,366.36
Renovation of Admin. Bldg.	1	\$1,400,000.00	\$1,400,000.00
<b>Total</b>		<b>\$4,721,032.16</b>	<b>\$4,721,032.16</b>

Note: If elect not to include the full Zuercher Suite, then subtract \$833,600.00 for a total of \$3,887,432.16.

It is recommended that the MCSO dispatch operations remain at the MCSO Headquarters building and continue operations there. If the MCSO decides to launch its own stand-alone communications center

### RECORDS MANAGEMENT SECTION (RMS)

Presently, the Mecklenburg County Sheriff's Office does not have a records management section that would support direct police services to the unincorporated areas. Records management provides critical support to Patrol operations and Investigations by serving as a repository for all their records and documents; by organizing and controlling all the agency's records; and by

regulating the ultimate disposition of these records. A RMS integrates directly with the agency's CAD. Its efficient operation has fiscal, administrative and legal implications, and its activities are governed by federal, state and local law, as well as by administrative policies. And it is, finally, a primary point of contact between the agency and the public, the press and the business community.

Several issues must be addressed when starting a records management section. First, proper records management requires a Records Management System (RMS), which is an agency-wide system that provides for the storage, retrieval, retention, manipulation, archiving, and viewing of information, records, documents, or files pertaining to the agency's operations. (The only broad category of records not maintained in the RMS is management or administrative files, including Human Resources and Internal Affairs.) The system covers the entire life span of records development, from the initial generation to completion. Ideally, an effective RMS should allow for single entry of data while supporting multiple reporting mechanisms and locations.

Second, staffing the Records Management Section with the right employees is vital to the integrity of not only the records maintained, but ultimately to the integrity of the agency overall. These are technical, specialized positions requiring an extensive knowledge of federal, state, and local laws and regulations. Because they have access to restricted and confidential information in-depth and comprehensive background investigations are necessary using the same standards that apply to sworn personnel.

Third, a centralized location is needed to physically house the Records Management Section, preferably near the Communications Division to facilitate an interface with the CAD system and in a place that permits both public access and in-house access by the agency's personnel. These sections tend to work in concert with shared responsibilities with the same or interconnected data management systems. Most records units are also responsible for compiling and distributing any number of periodic reports, including quarterly and annual crime statistics and Uniform Crime Reports (UCR). One of the MCSO's early challenges will be to identify a location for the Records Management Section.

Last, to manage agency risk and reduce liability all personnel assigned to the Records Management Section should complete an appropriate course of training which includes in addition to the department's own procedures use of the records management system and preparation for state and federal certifications (i.e. Division of Criminal Information). The manager of the Records Section should be a specialized, mid-management position with the proper records management certification(s). Suggested training might include:

- The Certified Information Privacy Professional (CIPP)
- Information Governance Professional (IGP)
- Certified E-Discovery Specialist (CEDS)

To ensure Records employees remain abreast of best practices and current laws, managers and supervisors should take continuing education and training classes through organizations which offer the certifications. Records managers and supervisors should network with regional and county agencies (e.g., local law enforcement agencies, district attorneys, courts, attorneys, and

local government officials) to facilitate communication through consistent inter-agency policies and procedures. This networking supplements the legal basis and a framework for managing the records function in law enforcement agencies.

The Sheriff and Executive Command staff are responsible for all records maintained in their facilities and must make executive decisions to standardize processes, ensure legal compliance, and minimize risk. Comprehensive written policies, standardized practices, and heightened security can fortify an agency's position if it ever becomes necessary to defend its records management function.

Staffing recommendations for the Records Management Section includes one manager and four clerks. The initial schedule should be two shifts, a first shift and a modified second shift, Monday through Friday. Staffing on weekends is not critical, but this might change as internal needs become apparent. Records should be open to the public during business hours Monday – Friday.

### Staffing Recommendations for Records Management Section

**Table 43**

Position	Number of Positions
Manager	1
Records Clerks	4
<b>TOTAL</b>	<b>5</b>

### Equipment Recommendations Records Management Section

### Equipment Recommendations Records Management Section

**Table 44**

Equipment	Quantity	Cost Per Unit	Extended Costs
Dell OptiPlex 3050 Micro	5	705.01	\$3,525.05
Dell 24 Monitor – P2417H	5	\$139.99	\$699.95
Dell Ultra Sharp 24 Infinity Edge Monitor – U247H	5	\$229.99	\$1,149.95
30X72 Desk with Return, Hutch & Light	5	\$2,251.00	\$11,255.00
Mesh Back Task Chair	5	\$390.00	\$1,950.00
Three Drawer Compression File Cabinet	5	\$4,018.00	\$20,090.00
File Cabinet – HD with Lock	10	\$450.00	\$4,500.00
Leased Ikon Copier	1	\$10,000.00	\$10,000.00
Office Supplies	1	\$3,000.00	\$3,000.00
	5		
<b>Total</b>			<b>\$56,169.95</b>

Note: The decision as where to house the new Records Section is pending.

## Records Management System (RMS)

Proper records management requires a Records Management System (RMS), which is an agency-wide system that provides for the creation and input of all types of incident reports which document or develop from a deputy's response to a call for service. It replaces the old handwritten incident reports by creating automated incident reports through the RMS. In addition to simple incident reports, standard records also include arrests, citations, warrants, field contacts, and a case management function which documents all criminal investigations from the original call through court disposition. Most RMS systems have analytical modules for crime analysis.

The best option for obtaining a Records Management System is to negotiate with the CMPD to use their KBCOPS (i.e. Knowledge Based Community Oriented Policing System). KBCOPS is a records management system developed by the CMPD to support community problem-oriented policing. It offers all the functionality the MCSO will need, and it still provides the MCSO with complete flexibility to make its own decisions about how to use the data in the system. The benefits of any records management system are discussed elsewhere, but it should be noted that the adoption of KBCOPS would save time and expense necessary to find or develop another stand-alone system specifically for the MCSO.

If KBCOPS is not an option, then the MCSO should consider purchasing a system that is compatible with its CAD system. The International Association of Chiefs of Police<sup>3</sup> suggests several key considerations when purchasing an RMS system. These include:

- Will the system interface with the computer aided dispatch functions?
- Will the system report crime statistics in NIBRS format?
- Does the vendor provide 24-hour system support?
- Does the system regularly perform an automatic backup of the database?
- Will the agency be able to utilize any of its existing computer and network hardware?
- Will the vendor allow other software to run on the same computer?
- What are the costs of warranty and long-term support and updates?
- Is the hardware upgradeable?
- Is training included?
- Will the vendor provide data conversion, if replacing an existing system?
- If data conversion is not feasible can the systems run simultaneously?

One option is OSSI by SunGard, which is an RMS system used by law enforcement agencies bordering Mecklenburg County. While it will not integrate with KBCOPS or contain data from the rest of Mecklenburg County, OSSI meets the criteria listed above and it will provide the functionality needed by the MCSO.<sup>4</sup>

Since RMS systems are agency and purpose specific with several variables in costing the software a firm cost is unavailable at this point. However, an estimated price for an RMS system like OSSI is approximately \$300,000.00.

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<sup>3</sup> IACP/COPS Technology Technical Assistance Program/ <http://www.theiacp.org/portals/0/pdfs/RecordsManagementSystems.pdf>  
<https://www.superior.com/public-safety/>

## Records Management System

**Table 45**

Item	Quantity	Cost
Records Management System	1	\$300,000.00

It should be noted that the Pineville Police Department offered the MCSO use of its records management system as an option if they enter an agreement to provide 911/Communications for the Sheriff's Office.

### PROPERTY CONTROL AND EVIDENCE MANAGEMENT (PE&EM)

The Property & Evidence Control Unit will be responsible for receiving and maintaining all physical property that comes into the possession and control of the MCSO. This will include evidence, found property, probate items, and items surrendered or recovered. Physical security, policies and procedures and vetting of employees will all be critical since this unit has responsibility for some highly sensitive materials (i.e. narcotics, firearms, and cash).

### Physical Location

The MCSO already has an established Property Control and Evidence Management section situated in the Administrative Services building which should be sufficient to handle the increased workload stemming from the new Patrol Division. Protocols are in place to guarantee chain of custody, for managing perishable evidence and hazardous materials, and for property and evidence disposition. And there is sufficient room for future expansion, if needed.

Currently, PC&EM is staffed by only one part-time employee who is retired from local government and restricted to working no more than 20 hours per week. This position reports to a Senior Financial Analyst assigned to Business Management. Because PC&EM is not staffed full-time it uses evidence lockers for deputies to self-record evidence and enter the information into a web based property management system, and then secure the evidence or property into a locker. Once locked, no one from outside PC&EM can access the locker. The property control clerk removes the evidence for storage, usually the next morning.

In addition to PE&CM's central location, the MCSO has plans to install evidence lockers in any future Patrol Division offices located across Mecklenburg County. Evidence can be temporarily stored in these offices to eliminate the need for the impounding deputy to drive to the P&EC. Employees from PC&EM will pick up this evidence daily, and then transport it for storage in the central P&EC.

### Property Inventory and Management System

Property Control and Evidence Management has a property management system, Tracker (Tracker Products, LLC; TP-H-CAL Tracker License / Hosted Version) which is the same system that the CMPD uses. This system is more than sufficient to handle the increased workload, but new employees must be carefully trained in its use.

### Additional Resources Required

In anticipation of the increased workload and the need to provide courier service to and from the Patrol Division offices, ISS recommends hiring one full-time civilian employee for the increased workload. ISS also recommends installing additional evidence lockers in PC&EM at a projected cost of \$24,500 in anticipation of increased need for evidence storage.

### Training

The new employee requires training in evidence handling, protocols for managing perishable evidence, and hazardous materials, chain of custody, and property and evidence disposition. This training can be provided in-house.

### Other Considerations

The MCSO needs to decide whether the PC&EM section will assume part or all of the department's quartermaster function. Most agencies combine the two functions. Disbursement of large or high-volume items (like uniforms) is best handled by a vendor, but office supplies and related items can be handled by PC&EM from a central location. Storage and management of weapons is normally handled centrally. These are all decisions MCSO must make.

### CRIME LABORATORY

Two practical options exist for providing crime laboratory services to the new MCSO Patrol Division. The first is to use the North Carolina State Bureau of Investigation Crime Laboratory in Raleigh, which is available to all jurisdictions in the State. The second option is to contract with the Charlotte-Mecklenburg Police Department Crime Lab, which processes evidence for the MCSO now. A third option, of course, would be a combination of the two whereby routine cases (which will be most of the lab workload) can be sent to Raleigh while more critical or time-sensitive work can be sent to the CMPD laboratory, which is local.

Equally critical, evidence management protocols will be needed to ensure chain of custody and evidence integrity, and all these procedures must interface with the property management and records functions. **Table 46** shows the costs for the CMPD laboratory in providing forensic services for the years 2014 – 2016. The three-year average cost for these services is \$39,502.00.

**Charges for Forensic Services 2014-2016  
Unincorporated Areas of Mecklenburg County**

**Table 46**

<b><u>AGENCY</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>AGENCY TOTALS</u></b>
Charlotte	\$53,111.00	\$48,007.50	\$2,162.50	\$103,281.00
Mint Hill	\$4,498.00	\$4,238.50	\$259.50	\$8,996.00
Pineville	\$3,719.50	\$2,422.00	\$86.50	\$6,228.00
<b>Total</b>	<b>\$61,328.50</b>	<b>\$54,668.00</b>	<b>\$2,508.50</b>	<b>\$118,505.00</b>



### **CRIME SCENE SEARCH (CSS)**

The Crime Scene Search and Crime Laboratory functions are closely related, and in many agencies, the two functions are organizationally combined under the authority of the Crime Laboratory. Another option, almost as common, is to make CSS a part of the investigative unit. In either case, the MCSO will require a group of trained evidence technicians who are available on all shifts and in all parts of the county. They work with patrol officers and detectives to manage and document crime scenes, and collect evidence. ISS evaluated several options including the division of responsibility between Crime Scene technicians and Patrol deputies, and made the appropriate recommendations. For this unit, more than most, equipment, education and training is critical.

### **Staffing and Required Resources**

To staff the Crime Scene Search function full time will require one technician per patrol shift for a subtotal of four technicians with one additional relief technician, for a total of five full time Crime Scene Search technicians.

There are two options available for providing supervision for this unit. First, the function can report to the existing manager over Property & Evidence Control. The advantage to this option is that there are no additional costs. The disadvantage is that there will probably be no direct field supervision and no possibility of the supervisor assisting with crime scene calls. And, the PC&EM supervisor will require extra training. An additional drawback is that serious calls (i.e. homicides and death investigations, major traffic accidents, etc.) frequently require more than one CSS technician.

The second option would be to simply add one supervisory technician position with the benefits and disadvantages being similar to those discussed above. Span of control and duty hours would be issues, but this person could directly supervise work in the field and provide support at crime scenes.

A third option is to assign the CSS function to Investigations and allow the CSS technicians to report to the appropriate investigative supervisors. This would address the span of control and support issues, but it would mean that investigative supervisors would need essentially the same training and qualifications as CSS technicians in order to manage them.

Three vans or SUVs should be sufficient for the Crimes Scene Search unit, one vehicle for the on-duty technician, one supervisor's vehicle, and one backup vehicle. The vehicles should be large enough to hold the necessary equipment, tools, and supplies required to process crime scenes.

### **Shared Responsibilities with Patrol Deputies**

Patrol deputies play a vital role in crime scene responses since they are the first law enforcement personnel to arrive and must preserve the scene and any evidence in it. Plus, they are in charge of the investigation until relieved and must direct the activities of any support personnel, including CSS technicians. With proper training and equipment, it is possible for Patrol deputies to perform limited crime scene processing, perhaps at only routine or misdemeanor calls. They can do things like photography, collecting latent fingerprints and gathering some types of physical evidence.

More serious crimes or complex crime scenes would still be handled by the better trained and equipped CSS technicians

### Staffing Projects for Crime Scene Search

**Table 47**

Position	Number	Total
CSS Technician	5	5
CSS Supervisor	1	1
<b>Total</b>		<b>6</b>

ISS recommends that the MCSO consider drafting a policy that apportions crime scene search responsibilities between Patrol and Crime Scene Search based on quantified criteria. The two sections can develop this policy for implementation after the initial roll out date of July 1, 2018.,

### Equipment and Staffing Summary

**Table 48** represents a summary of the staffing, equipment, and supplies required to staff the crime scene search function. This could, of course, change if the unit is expanded or if duties and responsibilities are spread among a larger number of employees.

### Resources Required Equipment and Staff Crime Scene Search

**Table 48**

Item	Quantity	Cost Each	Extended Costs
CSS Vans/SUVs	3	37,329.02	111,987.06
*Equipment, tools, and supplies	3	\$17,100.00	\$51,300.00
<b>Total</b>		<b>\$54,429.02</b>	<b>\$163,287.06</b>

\* See **Appendix 6** for detail equipment and supplies list for each CSS SUV/van.

### ADMINISTRATIVE SERVICES FUNCTION

Administrative services normally include those units that directly support management and provide similar services and support for all other parts of the organization. (Human Resources and Fiscal Management are good examples.) The principal issue to be considered here is what degree of the workload to be generated by the new Patrol Division can be assumed by administrative services already existing within the MCSO. Unlike most operational functions, management functions can be more readily consolidated and expanded. Administration services usually include functions like Research, Planning & Analysis, Human Resources, Training, Fiscal Affairs, Fleet

Management, and Facility Management. These functions already exist in the MCSO in one form or another.

ISS researched and made recommendations for the staffing and resources required for the MCSO to provide direct police services to the unincorporated areas of Mecklenburg County, not including Huntersville, Cornelius, and Davidson. For new divisions or sections, consideration should be given as to how these sections can best be assimilated into the organizational structure of the MCSO. These new units include the following.

#### **Research, Planning and Analysis (RPA)**

An essential need for the new Patrol Division will be the ability to collect, analyze and report on all elements of the division's activity, and to project future needs. This supports both management and operational decision making, it facilitates both quantitative and qualitative evaluation of operations, and it provides information to the public.

The MCSO already has an active Research, Planning and Analysis section whose duties include completing reports for the jail, responding to information requests, conducting internal and external surveys, conducting preliminary research for resource or equipment acquisitions, and handling major correspondence. In addition to these responsibilities, the new job description for an analyst should be modified to include the new type of workload which would include analysis of operational data from Patrol and Investigations. This unit should assume responsibility for compiling, maintaining and publishing all standard reports on the organization's performance and for coding and classification of Uniform Crime Reporting (UCR) for the state and national reporting.

#### **Additional Resources Required**

The additional resources needed for RP&A include crime analysis software that is compatible with the CAD and RMS software the Sheriff's Office is using. The analysts will also need training in crime analysis and use of the new software. One cost effective training option is working with an agency that already has a unit that provides the kind of in-depth crime analysis the MCSO will need to develop. The projected cost for analytical software is \$40,000, requiring two or three licenses.

#### **Human Resources (HR)**

In addition to personnel management, the Human Resources function includes such things as recruiting, hiring, background investigations, training and all the management details that support these operations. Staffing the new criminal division will use them all. Early priorities will involve developing job descriptions for all new positions (and for many existing positions which will be modified), recruiting for the new positions and hiring and training over 135 new sworn and civilian employees. This is a lengthy, complex, and expensive process, and it will be a major challenge for the MCSO. ISS evaluated options for meeting these needs, including expansion and modification of the MCSO's existing Human Resources Division, recruiting practices, the hiring process, and meeting training and certification requirements for all new positions within strict timelines.

In reviewing the Human Resources Division, staffing seems sufficient to manage the additional sworn and civilian personnel required for the new Patrol function. In addition, the Sheriff's Office is already evaluating current staffing and reviewing work practices in HR to improve current service levels.

The MCSO has forty detention officers (DO) who are Basic Law Enforcement Training (BLET) certified. The Sheriff's Office intends to recruit from this pool to fill some of the new Patrol deputy positions and to backfill the Field Operations deputy positions made vacant. Critical to hiring so many new employees with the right skill sets, who also meet the MCSO's high standards, is the short timeline to complete these tasks. Recruiting, completing background investigations, hiring, training to the standards necessary, and backfilling positions will all strain existing resources. Some relief, and some time, can be gained by out-sourcing some of these tasks or by bringing in qualified contractors in lieu of hiring additional staff to do some of the work.

### **Recruitment and Hiring**

Recruitment and hiring for sworn law enforcement positions involves working through a number of variables, but the most critical ones in this case all involve expenditure of substantial resources and, more importantly, they take time. These include obviously the time and resources needed for recruitment and hiring, the time and resources needed for training and certification of new personnel, and the need to maintain professional standards and ensure that all employees, existing and new, have the experience, skills and qualifications to do the job.

The problems associated with recruitment, hiring and retention of law enforcement officers across the country today are well documented, and no part of the country is exempt. Many agencies face critical staffing shortages, but pool of qualified candidates continues to shrink in context of both an improving economy, negative public attitudes surrounding law enforcement, and the difficulties many candidates have meeting hiring standards. Multiple agencies compete for the same qualified candidates and there is increasingly more demand than supply. At present, the MCSO hires only about three percent of all candidates who apply for jobs. (Between December 2016 and July 2017, the MCSO hired only 51 employees from a pool of 1653 applicants who applied.) Recruiting over 135 new employees for the new Patrol Division, therefore, will be a significant challenge requiring original and innovative approaches. It will be necessary to both increase the pool of applicants through aggressive and targeted recruitment strategies and somehow increase the percentage of applicants who are offered jobs.

Given these constraints, there are three broad approaches to the problem which can be implemented individually or in combination.

- Implement an enhanced and aggressive effort to recruit new deputies from the community. This option would build upon the program already in place but would otherwise change little. It would probably have the longest time line of the identified options.
- Concentrate on transferring as many current MCSO employees as possible the new Patrol Division and shift at least part of the recruitment and hiring burden to existing organizational units. This will spread the burden across the entire MCSO and it could

result in temporary staffing shortages, but it would be quick and it would bring a needed level of experience and critical organizational knowledge to the new division.

- Attempt to hire experienced and certified personnel from other law enforcement agencies, local and out of state. This option minimizes the impact on existing staff, it could shorten training requirements, it would increase the experience level within the new division, and it would minimize the demand on the remainder of the agency. But an aggressive lateral-entry program would put the MCSO in direct competition with other agencies in terms of salaries, benefits and other inducements, and care would be needed to ensure that the MCSO did not accept problem-employees from other agencies. It could also generate resentment among existing employees if they are denied a chance to compete for the new positions.

Any strategy or combination of strategies in this area will have to manage at least two substantial impediments. First and most obvious is the cost. This includes both the salaries and benefits of the new-hires and the variety of costs associated with recruiting, vetting and hiring this many new employees. The second concern is the time required. Even without the July 1, 2018 deadline it would be a challenge to process this number of new hires within any reasonable time frame. The critical path includes recruitment, background reviews, testing and other entry-level processing (much of which is mandated by state law), and entry-level training.

### **Recruitment**

Recruitment is a comprehensive collection of strategies designed to locate and attract qualified candidates who can meet both the agency's and the community's standards for law enforcement officers. The definition of the "right employee" is relatively narrow and considers things like medical and physical standards, educational attainment, race and ethnicity, gender, previous employment history, character and criminal background, drug use, and even credit history. Most of these standards are agency decisions, but the State imposes some firm requirements and there are less formal community standards which cannot be ignored. It entails management of a complex process where each step can be critical, and it normally involves coordinating the work of a large number of people

To illustrate, during FY 2017, the MCSO spent approximately \$975,000 in recruiting and hiring 67 detention officers (DO), which equates to about \$14,567 for each position filled. This cost includes marketing, interviews, screening procedures, background investigations, psychological testing, physical and medical screening, etc. Hiring the right employees is an expensive and time-consuming process which must be considerably expanded and streamlined in order to meet the increased demand.

The MCSO's recruiting staff now consists of one deputy and three detention officers serving as recruiters, along with one sergeant, all supervised by a captain. Recruiting receives and processes the candidate applications; some of the work they do themselves and some it they coordinate with other providers. (It is worth noting that they unavoidably expend most of their time working through large numbers of applications to identify the few that qualify for the job. All applicants must be considered qualified until they are either eliminated or hired.) Given the anticipated

increase in workload this unit must expand. Precisely how much will depend on agency decisions and on the details of the final approved expansion plan.

### **Recruiting Strategies**

Recruiting strategies should begin with a detailed and accurate job description which defines the needed knowledge, skills and abilities for each position. If these do not exist they should be developed, and all existing job descriptions should be updated to reflect the new make-up and responsibilities of the MCSO. The mission of the organization and the values of the agency and the community are all considerations.

The recruitment and hiring process will be more efficient and easily managed if the MCSO can develop a checklist of the steps in the process which can serve as guide for recruiters and a ready reference for the status of each candidate. The steps which experience indicates will disqualify the most applicants can, where feasible, be placed early in the process, and the more costly or time-consuming steps can come later. A “success profile” can be defined for each position to match the job description with experiences and qualifications.

An effective recruitment program must be proactive and carefully targeted. A small number of qualified candidates will simply walk in the front door asking about a job, but most of them have to be sought out and identified. It’s a marketing job. Recruitment teams with appropriate resources and training will be needed. Where and how they operate will be determined by needs and opportunities, but experience indicates that some venues will be more successful than others.

Some sources are obvious.

- Job fairs, which are routinely sponsored by a number of organizations.
- College campuses, all of which have placement offices specifically interested in finding jobs for their graduates.
- Military facilities, particularly those which handle the out-processing of service personnel.
- Advertisements in law enforcement journals, and (probably more important) advertisements in non-law-enforcement-related journals which are not used by every other agency that is looking for recruits. Local newspapers should not be overlooked.
- Law enforcement organizations (like the Fraternal Order of Police and the Police Benevolent Associations for non-management personnel and the North Carolina Police Chief’s Association, the International Association of Chiefs of Police and the national Sheriff’s Association for both management and non-management positions).
- Other law enforcement agencies.

In addition to a list of places to go, there are some tactics and programs which will prove helpful.

- Develop a diversity employment program with an accompanying recruitment strategy.
- Develop “canned” presentations with key talking points which can be used by any member of the MCSO to promote recruitment.
- Develop an Employee Referral Program, with incentives, by which every employee of the MCSO can become a potential recruiter.



- Offer a lateral entry or lateral transfer program whereby currently-serving officers in other agencies would meet the same standards as other applicants but could start at a higher pay grade due to their training and experience. This could apply to both in-state and out of state personnel.
- Develop a program to coordinate with churches and other faith-based organizations, particularly within the minority community.
- Define “zones” within which to focus recruitment efforts. This might be as simple as drawing concentric circles around Mecklenburg County, but it will provide focus.

Recruiters should concentrate first on resources which have the potential to produce the largest number of qualified candidates. Resources within Mecklenburg County (or within Mecklenburg and adjacent counties) should be developed first since it helps prospects if a candidate doesn’t have to relocate. Beyond this, recruitment and marketing efforts can expand as needed.



The above lists can be expanded based on need, experience and simply what works. It should be emphasized, however, that before these programs are initiated the MCSO should be prepared to manage the volume of applicants which will result. Job applicants, particularly those who are well-qualified, will want to move quickly and they will have multiple opportunities. Unless the agency is prepared to process them, they will not get full benefit from these programs.



#### **Hiring New Staff**

In hiring for the new Patrol Division and supporting positions, ISS recommends using a balance of established and high-performing employees and new hires, all of whom have the knowledge, skills and abilities to do the job. Using this approach has more advantages than limitations. Hopefully, transferring current

employees to some of these new positions will help retain and transfer institutional knowledge and culture, and this will in turn help assimilate new employees into the MCSO. New employees learn faster from those who already have experience and a history with the agency.

Once the applications start arriving, the MCSO should consider outsourcing certain tasks in the recruiting, screening, and background continuum to a qualified vendor or teaming with the vendor to serve as a temporary force multiplier for the current staff. Such tasks or processes might include screening of applications, completing full background investigations, and polygraph services, and this workload will come in waves. Existing staff would be overwhelmed, but it would not be cost-effective to hire more regular personnel.

udging from the fact that in 2016 the MCSO was able to hire only 51 detention officers out of more than 1600 applications received, managing the increase in applications necessary to fill more

than 135 positions in the new Patrol Division will be challenging. Collaborating with an outside vendor to review and screen applications and resumes and to identify the experience, education, and skill level the Sheriff's Office is seeking can quickly distinguish qualified from unqualified candidates and streamline the entire process. The initial interviews might be done by telephone or Skype, reducing the numbers and making time available to do the more important face-to-face interviews which come later.

Once the candidate has met the initial standards and passes the preliminary review he or she can move forward to the main part of the process which includes such things as the personal history statement, the reading comprehension test, physical and medical assessment, the psychological evaluation, the formal interview with MCSO representatives, the polygraph examination and the final in-depth background investigation and vetting process. Some components of this process can be done on-line. The less expensive and quicker parts should be done early while the more expensive ones, and those that take longer or require more personnel work should come later.

### Outsourcing Pre-Employment Background Investigations

The MCSO currently outsources sections of the background and vetting process for new hires. Given the time constraints involved and the volume of applications anticipated, it is recommended that the Sheriff's Office consider outsourcing the entire F-3 and F-8 background process required by the State in certifying sworn deputies. This will significantly decrease turnaround times, MCSO decision-makers will be presented with completed files to accept or reject, and the status of all applicants (including reasons for acceptance or rejection) will be documented. **Table 49** shows the costs for pre-employment background investigations and related costs for the new hires.

### Projected Background and Hiring Costs

**Projected Hiring and Background Costs**

**Table 49**

Item/Task	Number of Applicants	Cost per Unit	Extended Costs	Total Costs
Applicant Screening	1000.00	\$37.50	\$37,500.00	\$37,500.00
Sworn Background F-3	126	\$1250.00	\$157,500	\$157,500.00
Sworn Background F-8	110	\$600.00	\$66,000.00	\$66,000.00
Background Nonsworn	50	\$1250.00	\$62,500.00	\$62,500.00
Physicals, Psychological, and Drug Screening	150	\$600.00	\$90,000.00	\$90,000.00
<b>Total</b>				<b>\$413,500.00</b>

### North Carolina Sheriff's Education and Training Standards Commission Certification

The MCSO will need to ensure that any new hires requiring NC Sheriff's certification (detention officer to deputy and out-of-state hires) will have their pre-employment background, state forms, and training completed in time to allow the Commission to review and issue a certificate. In addition, agency transfer documentation will need to be filed with the Commission for any NC certified deputies hired.

## **Hiring Tracks**

Below are recommended hiring tracks related to each specific pool of candidates. Using these multiple tracks will allow the MCSO to have the best mix of staff in each assignment. Each hiring track can run concurrently and in most cases, should, so that vacancies can be filled both in the new positions and in areas where vacancies are created by transfer.

### **Hiring Track 1: Hiring North Carolina BLET-Certified Deputies**

Staffing the Patrol Division through the hiring of North Carolina BLET-certified deputies and officers provides a quick route to initiating patrol operations on July 1, 2018. These hires will need to have patrol experience, particularly in call for service response, criminal investigations, traffic enforcement, and accident investigation. Hiring North Carolina certified deputies will eliminate the need for the lengthy BLET training period. These hires will require training specific to the MCSO and their field training would be a process of familiarization with their patrol areas and responsibilities. BLET-certified deputies could be ready to perform patrol duties in the span of ninety days from hiring.

Obstacles to these types of hires include finding BLET-certified deputies/officers willing to leave their current positions. They will have to be hired from other agencies in the state, which will mean actively recruiting from other sheriff's offices and police departments. There may be reluctance on the part of experienced deputies and officers unless they are assured they will be assigned to patrol operations. MCSO may not be able to offer such assurances as there will be needs for deputies in arrest processing, the courts and the current operations division. Proper pre-employment screening will be required to ensure that MCSO does not hire other agencies' problem employees.

### **Hiring Track 2: Hiring Out-of-State Certified Deputies**

The hiring of out-of-state deputies and officers who are certified in their current states provides another avenue to getting experienced patrol deputies who are ready to begin work on July 1. Again, the focus should be on candidates with patrol operations experience. Each out-of-state candidate will need to show proof of certification in their home state. Candidates then have the option of enrolling in NC BLET and successfully completing the course or challenging the NC BLET test and passing. Challenging the test has proven difficult for many candidates, so it is more likely candidates will opt to complete BLET training. Out-of-state candidates have 12 months to complete any such training or successfully challenge the test, during which time they can obtain a probationary NC certification and work as a deputy. An advantage to these types of hires is that MCSO will have an experienced officer who can start work by July. These hires will also require training specific to the MCSO and their field training would be a process of familiarization with their patrol areas and responsibilities.

Obstacles to this type of hiring will be the risk associated with putting a probationary deputy in the field prior to completion of BLET training. Should MCSO require out-of-state candidates to be NC BLET-certified prior to field deployment, the training will require about 15 weeks to complete and scheduling will need to be coordinated with the local community colleges. Should these hires be given 12 months to complete BLET training, deputies will require time away from patrol duties to attend training. In addition, the community college tuition for these classes may be

charged at the out-of-state tuition rate as these deputies will not have lived in North Carolina for the prescribed 12 months. The MCSO has not paid for employees to attend BLET in the past. Experienced out-of-state officers and deputies may be reluctant to attend BLET training after having done so for their current agency. As with in-state hiring, care should be taken to ensure that MCSO does not hire deputies with problems at their current agency. It is recommended that out-of-state hires complete NC BLET training prior to July 1. This training is generally offered by local community colleges in the spring and fall semesters. This will require out-of-state candidates to be hired no later than the end of December 2017 so they can begin BLET training in January.

### **Hiring Track 3: Hiring from Existing Deputies**

Staffing the Patrol Division using existing MCSO deputies will be the most efficient way to fill vacancies in Patrol. These deputies are already vetted, BLET-certified, have MCSO institutional knowledge, and are familiar with the county. These deputies will require training on patrol operations, as they have not served in this capacity. These positions can be selected early in the process and they can remain in their current positions until training begins. It is recommended that existing deputies be selected for Patrol by the end of November 2017. The MCSO will then know the number of Patrol positions needing to be filled by in-state and out-of-state certified officers and deputies.

The difficulties with this type of hiring for Patrol will be the depletion of experienced staff in the existing positions as deputies currently serving in those areas are moved to Patrol assignments. The current deputies will need to be replaced by, most likely, detention officers who become deputies but have no operations experience. In addition, these deputies will require a longer field training period to familiarize them with patrol operations. Care will need to be taken in the selection process to ensure that currently serving deputies are well-qualified to perform patrol duties.

### **Hiring Track 4: Hiring Detention Officers as Deputies**

The MCSO currently has about 40 detention officers who hold NC BLET certifications. This pool of candidates can be used to fill vacancies created by existing deputies moving to the Patrol Division. It is not recommended that the detention officers be hired for the Patrol Division, as they do not have the sworn deputy or patrol experience needed on July 1. Utilizing this pool of candidates will provide an efficient way to fill deputy vacancies outside of Patrol and will provide opportunities for currently serving detention officers. While they have been previously vetted for employment, it is recommended that database checks be conducted on each candidate prior to employment as a sworn deputy to include updates to their criminal, and DMV histories. Detention officers will need to complete firearms training prior to being sworn, in addition to training in their newly assigned positions. As with other hiring tracks, care must be given to ensure each detention officer considered is qualified and suited for the role as a sworn deputy. As there are deputy vacancies existing in the current Field Operations Division, it is recommended that this process begin immediately.

### **Hiring Track 5: Hiring Staff for Investigative and Specialized Assignments**

Investigative and specialized units will require the hiring of personnel who are experienced in the specific assignments and trained accordingly. This experience and training will need to be above

and beyond that for patrol deputies or other assignments. Training for most of these assignments is offered by the NC Criminal Justice Academy and must be scheduled in accordance with their training calendar.

### **Patrol Command and Supervisors**

Supervisors with patrol experience will be needed. It is likely that few currently serving deputies or supervisors have the patrol experience needed, so most of these will be lateral hires. At a minimum, hiring should focus on candidates who have experience and supervisory training. Consideration should also be given to candidates who hold certificates from supervisory or management training courses, such as the Administrative Officers Management Program. It is recommended that priority be given to the hiring of the major, captains and sergeants and that they be brought on-board as soon as possible. They can then lead the implementation of plans for the Patrol Division.

### **Patrol Corporal**

These deputies will serve as field training deputies to train new deputies assigned to Patrol following the completion of their classroom training. The MCSO should recruit deputies for these positions who have not only patrol experience, but also training or FTO experience. It is likely that most, if not all, of these positions will be filled by lateral hires. These deputies will need to receive training on the field training program in addition to other required training. The Justice Academy offers a 5-day field training officer course and a 2½ day field training supervisor (trainer) course.

### **Investigations**

Deputies assigned to Investigations will require experience and training in general investigations, as well as in any assigned specialty, such as juvenile or homicide investigations. Preference should be given to recruiting deputies who hold a North Carolina Criminal Investigation Certification Program (CICP) certificate offered by the Justice Academy or equivalent training. This certificate requires the completion of 500 hours of investigative training over a five-year period and prepares a deputy for most investigative assignments. Such candidates could be placed in any investigative assignment, effective July 1. Again, it is most likely that these will be lateral hires.

### **Lakes Enforcement**

Lakes Enforcement deputies will require specialized training and boating experience, as noted in the Lakes Enforcement section of this report. The Justice Academy and other training for lakes enforcement deputies will require about two weeks. EMT training for lakes deputies is optional and will require about three months of training. This can be done with individual deputies as scheduling allows. The MCSO may have some currently serving deputies with boating experience, but most will likely come from lateral hires.

### **School Resource**

The MCSO will need to hire three deputies with patrol experience to serve as school resource deputies at the high school and middle schools in the ETJs. SRD's will require a one-week specialized SRD training course conducted by Justice Academy. The deputies will likely come from lateral hires.



### **Crime Scene Search**

The MCSO will need to hire experienced and trained non-sworn CSS technicians and a supervisor. If untrained techs are hired, the CSS training offered by the Justice Academy is a ten-day course.

### **Telecommunicators**

The MCSO has three options for the provision of communications services as outlined in this report. In two of these, either Medic or the Pineville Police Department would hire additional telecommunicators for their staff to handle the MCSO workload. In the third, the MCSO would hire and train telecommunicators. Regardless of the option, training will require 16-20 weeks.

### **Evidence and Property Room**

The MCSO will need to recruit and train additional property and evidence room staff. The Justice Academy offers a 2-day training course for these employees.



### **Animal Care and Control**

The MCSO will need to hire experienced animal care and control officers. ACC officers will require training on the care and handling of a range of animals, including large animals, animal care and control laws, investigation of violations of laws relating to the care and treatment of animals and noise complaints, among other topics. It is recommended that where possible, candidates have previous experience and training.

### **Records Management**

New employees hired to work as Records clerks or supervisors will require training on their duties and responsibilities. This will include training on the use of the records management system and Division of Criminal Information (DCI) certification for all who will access or enter criminal history information.

### **Hiring Track 6: Detention Officers**

The MCSO will need to hire additional detention officers to fill the vacancies created by DO's moving to sworn deputy positions. The total number of detention officers will not increase from the current number, as no new DO position are being added. As noted previously, these positions have proven difficult to fill with a substantial number of applicants being screened out prior to hire. The MCSO may need to broaden the search for candidates going forward in order to fill the vacancies. These positions should be filled concurrently with the new deputy hiring to insure adequate staffing in the jail.



## Recruitment Staffing

One additional recruiter added to Recruiting is recommended. This will be in addition to the outsourcing of some recruiting and screening tasks to a vendor who will serve as a resource multiplier for existing staff.

## Required Training and TimeLine

Providing training for the new division is challenging, time-consuming, and critically important for both sworn and civilian personnel. Separate training programs are required, even if an effort is made to recruit personnel who have experience in the areas needed. In addition to basic law enforcement training for sworn personnel, other considerations include specialized and technical training for civilian positions, firearms practice and training, training for command and supervisory positions, training for new specialized positions like investigations and Lakes Enforcement, and finally a program of on-going in-service training for all personnel. New training requirements should be assimilated into the MCSO's existing training program, which serves as a valuable starting point.

Some employees will come to the Patrol Division already trained in a specialty, but it is doubtful there will be enough to cover all specialized positions. Detectives, juvenile officers, crime scene

search technicians, and lake enforcement deputies will require training beyond BLET. Supervisors and management personnel will also require job specific training. The MCSO Training Academy will oversee most of this activity, but additional resources include the North Carolina Justice Academy, and for supervisory and management personnel available programs include the FBI National Academy, North Carolina State University Administrative Officers Program, the Southern Police Institute, and the FBI National Academy. Supervisor, command, and executive training is not mandatory and can follow July 1, 2018.



**Table 50** below shows a recommended hiring and training timeline for new hires. The number of training hours and employees to be trained will significantly tax the current training staff, not only in presenting training, but also in scheduling employees for both on-site and off-site training. Complicating matters will be coordinating with the NC Justice Academy or community college training calendar for certain training. The training staff will have to determine the training needs for each lateral hire based upon their prior training and experience.

## Patrol Division Hiring and Training Timeline

**Table 50**

Mecklenburg County Sheriff's Office										
Patrol Division Hiring and Training Timeline										
	2017				2018					
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Recruitment and Hiring</b>										
Recruitment Planning										
Track 1: In-State BLET Certified Deputies										
Track 2: Out-of-State BLET Certified Deputies										
Track 3: Current MCSO Deputies to Patrol										
Track 4: Current Detention Officer to Deputy										
Track 5: Investigations and Specialized Positions										
Supervisors										
Patrol Corporals										
Investigations										
Lakes Enforcement										
School Resource Officers										
Crime Scene Search										
Telecommunicators (if hired)										
Evidence and Property Management										
Animal Care and Control										
Track 6: Detention Officers										
<b>Training</b>										
Track 1: In-State BLET Certified Deputies										
Track 2: Out-of-State BLET Certified Deputies										
Track 3: Current MCSO Deputies										
Track 4: Current Detention Officer to Deputy										
Track 5: Investigations and Specialized Positions										
Supervisors										
Patrol Corporals										
Investigations										
Lakes Enforcement										
School Resource Officers										
Crime Scene Search										
Telecommunicators (if hired)										
Evidence and Property Management										
Animal Care and Control										
Track 6: Detention Officers										
<b>Field Training Program</b>										
Program Development										
Train the Trainers										

### **Training Curriculum for Sworn Positions**

New hires will need to be evaluated to determine the training that each will have to complete and it may vary from employee to employee. The MCSO has determined that minimally, new deputies will receive the following training prior to being assigned to Patrol:

- 40 hours of policy and procedure training conducted by the MCSO training staff.
- 40 hours of training on civil process and general operations conducted by the MCSO training staff.
- 20 hours of accident investigation training conducted by the MCSO training staff. New hires with previous experience and training in accident investigation may be exempted.
- 72 hours of training on patrol operations including enforcement activities, arrest and detention, search and seizure, search warrants, interviewing and report writing. This course will be taught by the MCSO training staff. Out-of-state hires who will complete BLET prior to July 1 will be exempted.

The training courses outlined above will meet the Sheriffs Education and Training Commission standards set forth by the NC Justice Academy. The training costs and resources required for the provision of direct police services July 1, 2018, reflect only the initial startup cost and not the on-going mandatory annual training required.

### **Specialized Training**

Deputies assigned to investigations or other specialized assignments, as well as non-sworn staff assigned to positions such as property and evidence management will require training specific to their assignments. The prior experience and training of each of these staff members will need to be evaluated to determine what additional training is needed. Much of this training is offered by the Justice Academy, contingent on their training calendar and will be one day to two-week courses. Where possible, candidates should be recruited for these positions who have the prerequisite training.

### **Field Training Program**

New hires will need to complete a field training program designed to familiarize new deputies in the field with patrol operations, the areas they will patrol and to ensure their competence in patrol tasks. This training program will need to be developed, instructors trained, and field training staff (corporals) hired and trained prior to its implementation. For most experienced deputies, this field training may be shortened and will serve primarily to acquaint them with their new environment.

### **In-Service (Annual) Training**

All sworn and detention officers, as well as many of the new non-sworn positions, will require annual in-service training. The Sheriff's Education and Standards Commission requires each sworn deputy to receive a minimum of 24 credits (hours) of annual training in courses such as firearms, legal updates, and others selected yearly by the Commission. Additionally, there will be subjects specific to the MCSO that will require training. Detention officers and telecommunicators are required to complete a minimum of 16 credits (hours) of annual training in subjects mandated by the Commission. Staff assigned to specialized units such as investigations will require advanced training on a regular basis.

Annual firearms training is mandated for all sworn personnel. The training for the MCSO sworn Patrol staff will include handgun, shotgun and patrol rifle training, and day and night qualification with each weapon. The total annual firearms training costs for Patrol will be approximately \$66,100. **APPENDIX 7** lists the itemized firearms training costs.

### Annual In-Service Mandatory Training

**Table 51**

<b>Position</b>	<b>Number of New Positions</b>	<b>Mandatory Hours</b>	<b>Total Annual Hours</b>
Deputy	75	24	1800
Corporal	8	24	192
Sergeant	11	24	264
Captain	6	24	144
Major	1	24	24
<b>Sub-Total</b>	<b>101</b>		<b>2424</b>
Telecommunicator	15	16	240
Telecommunicator Supervisor	3	16	48
<b>Sub-Total</b>	<b>18</b>		<b>288</b>
<b>Total Training Hours</b>	<b>119</b>		<b>2712</b>

### Recruiting, Hiring, and Training Summary

The Mecklenburg County Sheriff's Office will face tremendous challenges in filling the positions required to staff the new Patrol Division and its support functions. Finding qualified applicants and processing their applications within the required timeline alone will strain the MCSO's resources. Completion of training will necessitate complex scheduling and logistics to be prepared for the July 1 start date. Plans are needed to cover the duties of detention officers hired as deputies and Field Operations deputies moved to Patrol during their training. A Field Training Program needs to be developed. Much of the training will need to run on concurrent tracks with both in-house and off-site training. Hiring for sworn positions will need to be completed, for the most part, by the end of January 2018 to allow time for training and the certification process to be completed. The recruitment, hiring and training of the new hires will need to begin no later than the end of September to meet the July 1 deadline.

### Projected Start-Up Training Costs

The projected start-up training costs for sworn deputy positions is summarized in **Table 52** with the number of weeks in training and associated costs (excluding personnel costs.).

## Start-Up Training Costs for Sworn Deputy Positions

**Table 52**

NUMBER OF EMPLOYEES	TRAINING DESCRIPTION	TRAINING WEEKS	TOTAL TRAINING WEEKS	BOOK AND MATERIAL	PER DIEM	TOTAL
8	2-Week Police Law Institute and 1-week Field Training Officer school for Corporals serving as FTOs.	3	24			\$8,000
14	2-Week Supervisor School consisting of Community-Oriented Policing and Supervisor training for all Patrol Captains and Sergeants	2	28		3,500	\$19,500
20	3-Week Basic Training for current MCSO deputies.	3	60		15,000	\$75,000
81	6-Weeks training for NC BLET certified hires to include 3-week Basic Training, 1-week MCSO Policies and Procedures, 1-week Jail School and 1-week Civil Process.	6	486	3,240	1,685	\$494,165
12	Detectives and specialized investigators will receive additional training required for homicide, juvenile, or other specialized investigations.	4	48	4,800		\$20,800
101	Books for the Police Law Institute @ \$400/student			400		\$40,400
10	Failure/Attrition Rate of 10%					\$60,600
	<b>TOTAL START-UP TRAINING COSTS</b>					<b>\$718,465</b>

### Fiscal Affairs

The new Patrol Division will have major budget and fiscal management implications. It is likely, however, that this workload can be managed by the Sheriff's Office existing Fiscal Affairs section.

### Fleet Management

Increasing the size of the vehicle fleet and maintaining take-home cars requires attention to the initial vehicle cost, useful life of vehicles, specialized equipment, vehicle use policies, and maintenance. With 107 new vehicles being added to the fleet, existing staff and resources will need to be expanded to manage the increased workload. The estimated cost for vehicles equipped is \$3,959,693.15

### Projected Vehicles Required

**Table 53**

Vehicle	Quantity	Costs	Extended Costs
Interceptor	19	\$42,222.35	\$772,864.67
Charger	88	\$36,213.96	\$3,186,828.48
<b>TOTAL</b>			<b>\$3,959,693.15</b>

Note: Vehicle costs include fully equipped. Interceptor pricing adjusted for Crime Scene Search and Animal Control costs.

### Assigned Take Home Vehicles for the Patrol Division

The MCSO now assigns take-home vehicles to the Field Operations deputies, supervisors, command staff, and other assigned positions. The Sheriff's Office intends to extend this practice to the deputies assigned to the new Patrol Division. In addition, take-home vehicles (some probably unmarked) will be assigned to the detectives and supervisors in the Criminal Investigations Division, Lakes Enforcement, Crime Prevention, Bomb Deputy, and others.

Take-home cars are routine practices with many county, state, and municipal law enforcement agencies. While the expenses associated with the initial purchase are high much of this cost is made up by longer service life, and the intangible benefits to the deputies help offset the costs associated with such programs. These programs have benefits for the agency, the officer, and the community.

### Agency Benefits

Take-home cars serve as a recruiting tool in a competitive market. In today's climate, law enforcement agencies are competing for officers and deputies to fill significant vacancy rates.



Take home cars can help fill this gap. Take-home car programs provide increase in coverage for the agency without adding personnel while having an increase in visibility for the agency and deputy. It gives a sense of omni-presence, meaning more deputies seem to be in the community, providing a larger police presence and higher police visibility. The cars serve to decrease opportunities for criminal activity by creating an impression of a heightened police presence. Several police vehicles on the road may be off-duty deputies simply using their vehicle for personal activities.

Deputies driving take-home vehicles off-duty often observe criminal activity or are nearby, and are duty-bound to respond. These cars simply increase the number of trained observers on the road. Additionally, off-duty deputies using their patrol cars increase the potential for backing up on-duty deputies. Colleagues in their police cruisers are more likely to check the welfare of a co-worker, if he or she passes another vehicle taking enforcement action.

Response times are critical to the agencies success and meeting community expectations. Rapid response to emergency calls and call outs, decrease since a patrol car might be already be in the area or since the deputy does not have to go to division office to get a vehicle before responding to a call out incident.

Take-home cars increase the longevity of the vehicles as agencies without take-home cars tend to replace their vehicles every two to three years. Agencies often use ratios like three deputies per car when staffing and purchasing vehicles. This translates into one car usually running all shifts for extended days, even weeks, reducing the life cycle between two to three years. Many take-home car programs extend the life of a car to as much as ten years with increased resale value. Cars assigned on a one-on-one basis tend to have preventative maintenance performed at appropriate times and overall, are better taken care of than pool cars.



### **Deputy Benefits**

With take-home cars, employees tend to have more positive attitude towards and identification with the job and organization. It creates a sense of “ownership.” In addition, the deputies save money on buying personal cars and commuting expenses. Deputies can keep their equipment in one place and not have to move it from car to car saving time when beginning and ending their shifts. Many agencies have the on-coming shift respond to work from home without going to the division office to pick up a car, which allows more efficient use of their time. Also, many businesses employ off-duty deputies for security. Take-home cars provide an added sense of security at secondary employment sites.

### **Community Benefits**

Not only the agency and deputy benefit from take-home car programs, but it gives the perception of increased police presence when the cruiser is parked at a deputy’s home. The deputy’s neighborhood benefits from vehicle presence or when the cruiser is in personal use. Having a deputy’s vehicle present in various neighborhoods gives communities a sense of safety. The business community also benefits as deputies routinely park their vehicles in front of businesses they frequent.

### **FACILITIES (PATROL DIVISION OFFICES)**

Several factors were considered when deciding what physical facilities are needed by the new Patrol Division and its support functions and where they should be placed within the county. First, it is not feasible, nor desirable, for the new Patrol Division to work entirely from a central location at the main Sheriff’s Office in Charlotte. Given the geographical size and layout of Mecklenburg County, specifically the scattered locations of the unincorporated areas which the new Patrol Division will serve, centralization is impractical and inefficient. Similarly, facilities and services strategically positioned in the community tend promote better police-community relations.

Based on the proposed staffing levels and geographical coverage area for the new Patrol Division, four division offices are recommended. Among the issues considered were the number of sites, potential locations, needed size based on employees to be accommodated, desired level of public interface, the range of services to be provided at each site, hours of operation, and parking needs. Specialized needs such as evidence and property control, interview rooms, detention areas, locker rooms, and work areas for detectives and site security are incorporated into the study, as well.

ISS recommends a total of four satellite offices for the new Patrol Division and related support operations, to be located one each in the northern, southern, eastern, and western areas of the county as close to the unincorporated areas as cost and the availability of space will permit. In calculating costs for division offices ISS did not look at specific locations such as shopping centers or business parks. Rather, we used average figures for rentals per square foot, construction and renovation, and office furniture and equipment. One option which could substantially lower costs is to look for suitable space already owned by Mecklenburg County.

As options to consider, in the northern area of Mecklenburg County, the Sheriff’s Office has suitable building space on Spector Drive that previously served as a jail and offices. (This site is closed now, and renovation costs are not considered.) Similarly, to serve the southern area of the

county the Pineville Police Department (PPD), has offered the Sheriff's Office space which can be used as a division office. Costs for this arrangement would be minimal.

This study projected the costs for four division offices based on leasing the space versus building new division offices, and is not site specific.

The recommendations for the physical office space for the Patrol offices is based on workplace standards provided by Mecklenburg County. Each divisional office should be around 3,500 square



feet, which includes separate work and office areas itemized below. These offices will require specific furniture and equipment, much of it specialized.

ISS reviewed rental space in the northern, southern, eastern, and western areas in Mecklenburg County. Depending on location, the cost will be between \$15 and \$25 per square foot per year. The estimated cost rental cost for an office that is 3,500 square feet would

be between \$52,000 and \$87,000 per year. Most lease agreements include the cost of interior construction, while furniture and equipment will be the responsibility of the Sheriff's Office.

The division offices will need furniture, IT equipment and networks, security, access control, video and audio monitoring, video and audio equipment for interview rooms (as required by state law for certain criminal investigations), men's and women's locker rooms, a command staff office, supervisor work stations, conference and roll call rooms, two interview rooms, and restrooms, preferably built into the locker rooms. Conferences rooms, reception areas and other public space (including public rest rooms) should be considered. Ideally a single template for a Sheriff's Patrol Division office can be created, including equipment and furniture needs, which can then be used and adapted to guide development of the four offices.

Recommended offices and workrooms with square footage.

- |  |         |                  |
|--|---------|------------------|
| • Reception area                             | 10 x 15 | 150 square feet. |
| • Command staff office                       | 20 x 14 | 280 square feet  |
| • Supervisor work space                      | 14 x 10 | 140 square feet  |
| • Conference room                            | 24 x 12 | 288 square feet  |
| • Computer work stations                     | 12 x 12 | 144 square feet  |
| • Roll call room                             | 15 x 18 | 270 square feet  |
| • Interview Rooms (2)                        | 10 x 10 | 100 square feet  |
| • Locker rooms (men and women's) / Restrooms |         |                  |

In addition, the division offices will need security systems to ensure both employee and community safety and to make sure the space is suitable for staff to conduct business. An interior security camera with audio cost is about \$600.00 each, and they can be located as necessary to capture all activity inside the building. Specific numbers and locations will depend on the building and the layout. Camera locations for consideration include:

- Reception area 1 camera

- Interview rooms (2) 2 cameras
- Exterior door 3 cameras
- Arresting process area 1 camera
- Evidence/property area 1 camera

Exterior security cameras with audio cost about \$1,000 each. Exterior cameras should be placed at each exterior door, covering the outside of the building, and in the parking lot.

- Exit doors (one per door) 2 cameras
- Parking lot 4 cameras

A camera control system and DVR with a 30-day memory would cost approximately \$4,000. This cost as well as the costs of cameras itemized could increase if the wiring and infrastructure is not included in the office space.

Access control to the building will cost between \$1,500 and \$2,500 per door, depending on the technology used and the number of doors. ISS estimates that five doors in the building plus the two exterior doors will use some type of access control other than a key. Another consideration is whether the parking lot has secured access. While it is not included in these estimates, the cost for perimeter fencing, lighting, gates and security controls might need to be included later, depending on site needs.

Lockers for the men and women's locker rooms cost about \$100 each. Approximately 25 lockers would be needed, depending on staff assigned to the office.

The division offices will need at minimum the following office furniture.

- Conference table and 8 chairs
- 4 supervisor desks (shared space) and chairs
- Reception Desk and 4 chairs
- Captain's office table and 3 chairs
- Captain's office desk and chair
- Roll Call Tables and 20 chairs
- Interview room table and 4 chairs

Seven computers are recommended for the division office.

- Captain's Office 1 computer
- Supervisors' office 2 computers
- Patrol area for deputies use 4 computers
- Reception area 1 computer

Workstations are needed for deputies to connect their laptop computers. Six such workstations should be sufficient for each office.

In addition to workspace for the Patrol deputies in each division office, the Criminal Investigation Division could also be housed with the Patrol Divisions. This is especially true for Crimes Against Property, which is will handle a larger caseload and have a closer working relationship with Patrol.

### Cost Projections for Patrol Division Offices

Table 54 summarizes the expenses associated with one Patrol Division field office. To determine the cost for four division offices ISS simply multiplied this number by four. This total, for four offices, comes to \$677,600.00. This is a start-up cost and does not include utilities or other on-going expenses.

### Cost Estimates for Division Patrol Offices

**Table 54**

Item Description	Quantity	Cost Per Item	Extended Costs	Cost Projection for 4 Division Offices
				<b>\$777,600.00</b>
Building (Square Feet)	3,500	\$25.00	\$87,500.00	\$350,000.00
Cameras (interior)	8	\$600.00	\$4,800.00	\$19,200.00
Cameras (Exterior)	6	\$1,000.00	\$6,000.00	\$24,000.00
Control & DVR	1	\$4,000.00	\$4,000.00	\$16,000.00
Access Control (doors)	5	\$2,500.00	\$12,500.00	\$50,000.00
Desk Top Computers	10	\$1,500.00	\$15,000.00	\$60,000.00
Lockers	25	\$100.00	\$2,500.00	\$10,000.00
Furniture, Work Stations			\$44,600.00	\$178,400.00
Copier	1	5,000.00	5,000.00	\$20,000.00
Evidence Lockers	1	12,500.00	12,500.00	\$50,000.00
<b>Totals</b>			<b>\$171,400.00</b>	<b>\$777,600.00*</b>

Note: These cost projections did not include utilities.

### POLICIES, PROCEDURES, AND GENERAL ORDERS

Policies, operating procedures, and general orders are necessary to provide guidance to the new Patrol Division deputies and should be developed and implemented in time to become part of the training and orientation for all employees. Policy development is time consuming and requires considerable research, preparation, and review by management and attorneys. ISS reviewed all existing MCSO policies, procedures, and general orders, and defined three categories to guide the work in this area. First are those written policies or procedures that are adequate as they stand and will require no modification to apply to the entire MCSO with the new Patrol Division. Second are those policies and/or procedures which apply to limited areas of the organization, but which will need revision in order to apply to the entire organization including the new Patrol Division. Third are those areas where policies or procedures do not exist, but will be needed by the new Patrol Division. These must be created, reviewed and implemented before the new Patrol Division begins operations. It is further likely that as this work is done still other policy issues will surface that must be addressed.

The MCSO currently has generic job descriptions for most positions. These should be reviewed and made more specific. This is particularly true of job descriptions for new positions which do not now exist within the Sheriff's Department. Such job descriptions are essential guides for the recruitment, selection and training of a large number of employees. Revisions and development of new policies and procedures is included in the projected costs given below (see Appendix 8).

### Options and Costs

To meet the new policy mandates the MCSO should consider two options. First, it is possible to obtain a generic or model set of policies, procedures and rules from a private source. These can then be modified and tailored to the MCSO's specific needs. Second, the MCSO can contract with an outside consultant to develop, edit and write the directives needed for the changes contemplated by the organization.

The projected cost for necessary changes and additions to the MCSO's written directives is \$72,000.00

### Miscellaneous Considerations

Miscellaneous issues include determining costs for general liability insurance, website modifications, and contingency funds.

#### Miscellaneous Cost Considerations

**Table 55**

Cost	Quantity	Cost Each	Projected Cost	Total Cost
Website	1	In House	0	0
General Liability Insurance	1	\$26,500.00	\$26,500.00	\$26,500.00
Contingency Fund		\$1,974,345.35*	\$1,974,345.35*	\$1,974,345.35*
<b>Total</b>		<b>\$2,000,845.35</b>		<b>\$2,000,845.35</b>

Note: Based on maximum costs with the MCSO opting to staff its own self-contained Communications Center.

### Website Modifications

Given the nature of the organizational changes created by adding an entirely new Patrol Division and the range of new services offered to the public, the MCSO's website will need significant modifications. Most of this work can be done in-house with the assistance of the appropriate divisions or sections with little or no additional costs. These should include the following:

- New organizational structure
- The new Patrol Division
- How to contact the patrol commanders
- Division maps with the commanders and staff listed showing assignments
- Lakes Enforcement
- School Resource

- Crime prevention materials
- How to obtain incident and accident reports (on-line?)
- Consider adding crime mapping for community use
- Criminal Investigations Division

### General Liability Insurance

General liability insurance is determined by rating or classifying employees in one of three ways, full-time armed, part-time armed, and non-armed (civilian personnel). General liability insurance is estimated at \$240.00 annually per armed deputy with a per deputy \$5 million limit, in excess of the \$1.5 million self-insured retention (SIR), the dollar amount specified in the liability insurance policy that must be paid by the insured before the insurance policy will consider a loss. Non-armed employees are rated on a base rate basis at 25 percent of a full-time armed deputy. **Table 56** shows the categorization for insurance cost estimates by the three categories. The total projected cost for general liability insurance for all new positions is \$26,460.00.

### General Liability Insurance Estimates

**Table 56**

Classification	Cost Per Employee Classification	Number of Employees	Cost by Classification Category
Armed Full Time	\$240.00	101	\$24,240.00
Part Time Armed		0	0
Non-Civilian Armed	\$60.00	37	\$2,220.00
<b>Total</b>			<b>\$26,460.00</b>

### Contingency Funds

An eight percent contingency fund is built into the total cost projections for employee staffing, required equipment and resources necessary to provide direct police services to the unincorporated areas of Mecklenburg County. This total is \$ \$1,974,345.35 based on the MCSO staffing its own Communications Center, and not adjusted for contracting with the Pineville Police Department.

### Additional Costs

This study addressed the key staffing, operational costs, and resources required to start the new Patrol Division. Other costs that may well be needed to be considered include office supplies, some smaller office equipment and furniture, utilities, facility maintenance, contractual and agreements.



## **7. SUMMARY AND RECOMMENDATIONS**

### **STAFFING AND RECOMMENDATIONS SUMMARY**

#### **Patrol Division**

To provide direct police services to the unincorporated areas of Mecklenburg County, the MCSO will need 76 positions to staff the new Patrol Division. These positions are broken down as follows. A major will oversee and manage the Patrol Division and will report to the Chief Deputy of the Field Operations Division. Four captains are assigned to the Patrol Division and one will manage each of the four 12-hour shifts with two squads per shift. Each squad will be supervised by a sergeant for a total of two sergeants per shift or eight total sergeants. Each sergeant will oversee either seven or eight deputies for a total of 15 deputies per shift. Sixty deputies are assigned to Patrol. Included in these 60 deputies are eight corporals, one per squad, for a total of eight corporals. Corporals serve as field training deputies. The Patrol Division will have one administrative assistant reporting to the major. Two captains will serve as relief night shift commanders.

Also assigned to the Patrol Division, the MCSO will need two additional K-9 deputies to supplement the current six K-9s. Four of the current six K-9s are general purpose dogs, which will be reassigned to Patrol, one per shift and two for relief. The remaining two K-9s trained for explosive ordinance detection will remain in their current assignment. The MCSO will have eight Charlotte-Mecklenburg Schools in its jurisdiction, one high school, two middle schools, and four elementary schools. One deputy will be assigned to the high school, one deputy each to the two middle schools, for a total of three new School Resource deputy positions. No deputies will be assigned to the elementary schools.

One deputy will be needed for the Bomb Squad and one for Crime Prevention. Additionally, the MCSO will assume Lake Enforcement for Lake Wylie and Mountain Island Lake, requiring four deputies and one supervisor. Animal Care and Control will require five civilian officers and one supervisor. One ACC officer will be assigned to each Patrol shift with one officer serving as relief. Altogether, 94 new positions will be needed to staff Patrol.

Total personnel costs are projected at \$7,390,000.00. Uniform and equipment costs are projected at \$908,100.00 and assigned vehicles for all new sworn staff is \$3,217,000.00. The total cost for 94 patrol positions including personnel, equipment, and vehicles is \$11,515,100.00. Four Patrol Division offices are projected at \$777,600.00, and miscellaneous equipment (i.e. crime prevention materials, active shooter kits, and speed detection) totals \$342,600.00). Lakes Enforcement vehicles, vessels, equipment, and supplies total \$337,000 [based on used estimated values] for a total of \$12,972,300.00.

Animal Care and Control will fall under the Patrol Division with four civilian officers, and one civilian supervisor. Personnel costs are projected at \$402,500.00, with uniforms and equipment totaling \$157,900.00, and housing animals at \$100,000.00 for a total of \$660,400.00. The total cost to staff and equip the new Patrol Division is \$13,632,700.00.

### **Criminal Investigations**

The Criminal Investigation Division requires nine deputies to serve as detectives, two in Vice, Narcotics, and Alcohol Enforcement for a total of eleven sworn positions. Investigations will be supervised by two sergeants for a division total of thirteen sworn positions. Personnel costs total \$1,004,000.00, vehicles are estimated at \$482,800.00, uniforms are projected at \$135,700.00, and miscellaneous expenses (i.e. imprest fund, investigation supplies/equipment) totals \$33,000). The total projected cost for the Criminal Investigations Division is \$1,655,500.00.

### **Firearms and Related Expenses**

In addition to the Glock issued firearm for each sworn deputy, patrol rifles, shotguns, magazines and supplies are included for each sworn deputy with an estimated cost of \$131,805.00. These costs are already included in the Patrol costs section. Tasers and Glock firearms are also, already included in the equipment cost per sworn deputy.

## **SUPPORT SERVICES FUNCTION**

### **Communications**

The Support Services function includes E911/Communications, Property & Evidence Control, and the Records Management Section. The MCSO is presented with three options for E911/Communications. First, the Pineville Police Department offered to provide full E911 and dispatch services including personnel, equipment, and software costs for a package price. This option is the least expensive, and most feasible to implement by July 1, 2018. The total cost for the first year including personnel and equipment is \$679,500.00, with an annual cost of \$492,500.00

The second option is contracting with Medic 911: Emergency Medical Services (Medic). Medic can provide contractual E911/Communication services including software, equipment (i.e. radios, cabling, connectivity, electrical, and recording), phone system, furniture, and staffing for \$3,361,000.00.

The third option is for the MCSO to staff its own E911/Communications Center for a projected cost of \$4,721,000 including the cost to renovate a section of the Administrative Services Building. This option includes 15 new telecommunicator positions and three supervisors for a cost of \$1,207,600.00. This option is not feasible to meet the July 1, 2018, deadline, as the MCSO will still have to contract with another agency to provide E911 services since the State is not issuing new Public Safety Answering Points (PSAP). The total cost for a self-contained communications center is \$5,928,562.00.

### **Records Management Section (RMS)**

The MCSO will need to start a Records Management Section to house incident reports and other records. The RMS staffing is proposed at one manager and four records clerks. The physical location to house the unit is yet to be determined. Personnel costs are estimated at \$334,700.00. Equipment, computers, furniture, and supplies are projected to cost \$56,200.00. A records management system is estimated at \$300,000.00. Total projected costs for the Records Management Section are \$690,900.00.

### **Property Control and Evidence Section (PC&EM)**

Property Control and Evidence Management is already fully functional. PC&EM will need one additional full time property control clerk at a cost of \$61,800.00. In addition to the evidence lockers already installed, PC&EM will need one added locker section at a cost of \$24,500.00 for a total estimated cost for PC&EM being \$86,300.00.

### **Crime Lab**

The estimated cost for forensic services to process evidence is \$39,500.00.

### **IT Support**

One additional person is needed to support IT functions such as trouble shooting computer issues at a cost of \$80,000.00.

### **Crime Scene Search (CSS)**

CSS requires five technicians and one supervisor with salaries estimated at \$402,500.00, and uniforms/equipment projected at \$41,600.00. CSS will need three vans costing \$112,000.00. CSS equipment and processing supplies are projected at \$51,300.00 for a total of \$607,400.00.

## **ADMINISTRATIVE SERVICES FUNCTION**

### **Research, Planning & Analysis (RP&A)**

RP&A will need funds for crime analysis software projected at \$40,000.00

### **Recruiting, Hiring and Training**

The MCSO will need to add one deputy to Recruiting at a total cost of \$120,500.00 for personnel, vehicle, and equipment. Training is estimated at \$850,700.00, which includes firearms, and all training to meet state certification requirements, orientation to the MCSO, field training, and specialized training for specialized positions. Outsourced background investigations to expedite hiring is projected at \$286,000.00 for sworn and nonsworn positions, applicant screening at \$37,500.00 and \$90,000 for medical, psychological, and drug testing. The total estimated costs for recruiting, hiring, and training the new employees is \$1,384,700.00.

### **Fleet Management**

The estimated cost for new vehicles for the new division is \$3,959,600.00 broken down into 88 Dodge Chargers and 19 Ford Interceptors. The cost for the vehicles is already included with the cost for each division, section, or unit discussed. For Crime Scene Search (CSS) vehicles, the Interceptor cost was used, and then adjusted to determine the cost for the three CSS vans.

### **Miscellaneous Expenses**

Miscellaneous costs include \$30,800 for 100 cell phones and holders. General liability insurance is estimated at \$26,500.00. Reviewing, editing, and writing new policies and general orders is projected at \$72,000.00. Consultant costs for assisting the MCSO with additional planning, research, and implementing the new Patrol Division is estimated at \$300,000.00. Vehicle mileage and maintenance is estimated at \$185,000.00. An eight percent contingency cost is included at \$1,560,800.00. Total miscellaneous costs total \$2,175,100.00.

### Projected Costs to Provide Police Services to the ETJs

The total first-year cost projection for the MCSO to provide direct police services to the unincorporated areas of Mecklenburg County using the Pineville option to provide E911/Communications services is **\$21,071,400.00**, including capital investment expenses of **\$9,592,300.00**. Thereafter, the projected annual operating costs are **\$11,479,100.00**. Lastly, the daily operational cost for such items as office supplies and utilities must be also considered.

<b>Total Projected Expenses</b>	<b>Capital Investments Expenditures</b>	<b>Operating Costs</b>
<b>\$21,071,400.00</b>	<b>\$9,592,300.00</b>	<b>\$11,479,100.00</b>

## Appendices

### APPENDIX 1

#### All Sheriff's Offices with 100 or More Employees

State	County	Name of Agency	Population	Total Employees	Total Sworn Deputies	Total Deputies Assigned to Calls for Service	Total Deputies per 10,000 Residents	Total Calls for Service Deputies per 10,000 Residents
AL	Jefferson	Jefferson County Sheriff	662,047	603	481	146	7.27	2.21
	Mobile	Mobile County Sheriff	399,843	471	148	56	3.7	1.4
	Montgomery	Montgomery County Sheriff	223,510	263	122	51	5.46	2.28
AZ	Maricopa	Maricopa County Sheriff	3,072,149	2,253	627	457	2.04	1.49
	Pima	Pima County Sheriff	843,746	1,140	429	234	5.08	2.77
	Pinal	Pinal County Sheriff	179,727	340	135	72	7.51	4.01
AR	Pulaski	Pulaski County Sheriff	361,474	502	140	70	3.87	1.94
CA	Alameda	Alameda County Sheriff	1,443,741	1,481	909	157	6.3	1.09
	Butte	Butte County Sheriff	203,171	225	103	48	5.07	2.36
	Contra Costa	Contra Costa County Sheriff	948,816	970	633	282	6.67	2.97
	El Dorado	El Dorado County Sheriff	156,299	356	168	97	10.75	6.21
	Fresno	Fresno County Sheriff	799,407	1,003	415	264	5.19	3.3
	Kern	Kern County Sheriff	661,645	1,046	480	139	7.25	2.1
	Los Angeles	Los Angeles County Sheriff	9,519,338	14,040	8,438	2,239	8.86	2.35
	Marin	Marin County Sheriff	247,289	300	200	70	8.09	2.83
	Monterey	Monterey County Sheriff	401,762	471	351	99	8.74	2.46
	Orange	Orange County Sheriff	2,846,289	3,636	1,770	708	6.22	2.49
	Placer	Placer County Sheriff	248,399	391	213	134	8.57	5.39
	Riverside	Riverside County Sheriff	1,545,387	2,497	1,286	740	8.32	4.79

	Sacramento	Sacramento County Sheriff	1,223,499	1,372	1,372	570	11.21	4.66
	San Bernardino	San Bernardino County Sheriff	1,709,434	2,547	1,421	468	8.31	2.74
	San Diego	San Diego County Sheriff	2,813,833	3,921	1,553	1,165	5.52	4.14
	San Joaquin	San Joaquin County Sheriff	563,598	640	332	163	5.89	2.89
	San Luis Obispo	San Luis Obispo County Sheriff	246,681	366	148	100	6	4.05
	San Mateo	San Mateo County Sheriff	707,161	589	303	100	4.28	1.41
	Santa Barbara	Santa Barbara County Sheriff	399,347	639	456	139	11.42	3.48
	Santa Clara	Santa Clara County Sheriff	1,682,585	624	435	195	2.59	1.16
	Santa Cruz	Santa Cruz County Sheriff	255,602	326	161	68	6.3	2.66
	Shasta	Shasta County Sheriff	163,256	252	158	76	9.68	4.66
	Sonoma	Sonoma County Sheriff	458,614	626	218	128	4.75	2.79
	Stanislaus	Stanislaus County Sheriff	446,997	535	203	130	4.54	2.91
	Tulare	Tulare County Sheriff	368,021	667	450	99	12.23	2.69
	Ventura	Ventura County Sheriff	753,197	1,366	796	607	10.57	8.06
CO	Adams	Adams County Sheriff	363,857	406	283	91	7.78	2.5
	Arapahoe	Arapahoe County Sheriff	487,967	562	384	128	7.87	2.62
	Boulder	Boulder County Sheriff	291,288	354	171	45	5.87	1.54
	Douglas	Douglas County Sheriff	175,766	326	206	101	11.72	5.75
	El Paso	El Paso County Sheriff	516,929	496	369	82	7.14	1.59
	Jefferson	Jefferson County Sheriff	527,056	580	397	120	7.53	2.28
	Larimer	Larimer County Sheriff	251,494	309	116	63	4.61	2.51
	Weld	Weld County Sheriff	180,936	204	101	54	5.58	2.98
FLA	Alachua	Alachua County Sheriff	217,955	688	229	123	10.51	5.64
	Bay	Bay County Sheriff	148,217	259	176	85	11.87	5.73
	Brevard	Brevard County Sheriff	476,230	819	387	190	8.13	3.99
	Broward	Broward County Sheriff	1,623,018	4,111	1,310	1,310	8.07	8.07



	Charlotte	Charlotte County Sheriff	141,627	420	227	135	16.03	9.53
	Citrus	Citrus County Sheriff	118,085	263	162	88	13.72	7.45
	Clay	Clay County Sheriff	140,814	418	230	136	16.33	9.66
	Collier	Collier County Sheriff	251,377	915	504	239	20.05	9.51
	Duval	Jacksonville Sheriff	735,617	2,541	1,530	850	20.8	11.55
	Escambia	Escambia County Sheriff	294,410	1,048	381	300	12.94	10.19
	Hernando	Hernando County Sheriff	130,802	282	182	90	13.91	6.88
	Highlands	Highlands County Sheriff	87,366	231	117	85	13.39	9.73
	Hillsborough	Hillsborough County Sheriff	998,948	2,783	1,030	670	10.31	6.71
	Indian River	Indian River County Sheriff	112,947	410	207	159	18.33	14.08
	Lake	Lake County Sheriff	210,528	528	207	119	9.83	5.65
	Lee	Lee County Sheriff	440,888	910	410	227	9.3	5.15
	Leon	Leon County Sheriff	239,452	654	285	117	11.9	4.89
	Manatee	Manatee County Sheriff	264,002	964	361	239	13.67	9.05
	Marion	Marion County Sheriff	258,916	689	277	150	10.7	5.79
	Martin	Martin County Sheriff	126,731	500	203	83	16.02	6.55
	Monroe	Monroe County Sheriff	79,589	503	193	113	24.25	14.2
	Okaloosa	Okaloosa County Sheriff	170,498	271	205	140	12.02	8.21
	Orange	Orange County Sheriff	896,344	1,792	1,211	429	13.51	4.79
	Osceola	Osceola County Sheriff	172,493	404	257	140	14.9	8.12
	Palm Beach	Palm Beach County Sheriff	1,131,184	2,743	1,074	668	9.49	5.91
	Pasco	Pasco County Sheriff	344,765	876	374	188	10.85	5.45
	Pinellas	Pinellas County Sheriff	921,482	2,391	860	354	9.33	3.84
	Polk	Polk County Sheriff	483,924	1,348	511	278	10.56	5.74
	Putnam	Putnam County Sheriff	70,423	201	151	56	21.44	7.95
	St Johns	St Johns County Sheriff	123,135	432	272	138	22.09	11.21

	St Lucie	St Lucie County Sheriff	192,695	457	217	97	11.26	5.03
	Santa Rosa	Santa Rosa County Sheriff	117,743	314	137	99	11.64	8.41
	Sarasota	Sarasota County Sheriff	325,957	884	393	129	12.06	3.96
	Seminole	Seminole County Sheriff	365,196	738	304	159	8.32	4.35
	Volusia	Volusia County Sheriff	443,343	577	384	268	8.66	6.04
GA	Bartow	Bartow County Sheriff	76,019	192	128	44	16.84	5.79
	Bibb	Bibb County Sheriff	153,887	264	226	65	14.69	4.22
	Cherokee	Cherokee County Sheriff	141,903	220	185	73	13.04	5.14
	Columbia	Columbia County Sheriff	89,288	234	132	60	14.78	6.72
	Douglas	Douglas County Sheriff	92,174	279	199	70	21.59	7.59
	Forsyth	Forsyth County Sheriff	98,407	195	134	128	13.62	13.01
	Hall	Hall County Sheriff	139,277	282	196	85	14.07	6.1
	Muscogee	Muscogee County Sheriff	186,291	265	138	51	7.41	2.74
	Richmond	Augusta-Richmond Co Sheriff	199,775	747	535	332	26.78	16.62
	Canyon	Canyon County Sheriff	185,787	293	243	165	13.08	8.88
IL	Cook	Cook County Sheriff	5,376,741	5,985	2,620	523	4.87	0.97
	Du Page	Du Page County Sheriff	904,161	560	435	84	4.81	0.93
	Lake	Lake County Sheriff	644,356	404	172	82	2.67	1.27
	Will	Will County Sheriff	502,266	442	275	275	5.48	5.48
	Winnebago	Winnebago County Sheriff	278,418	258	117	106	4.2	3.81
IN	Allen	Allen County Sheriff	331,849	295	120	50	3.62	1.51
	Lake	Lake County Sheriff	484,564	488	182	62	3.76	1.28
	Marion	Marion County Sheriff	791,926	1,081	547	223	6.91	2.82
	St Joseph	St Joseph County Sheriff	265,559	204	119	41	4.48	1.54
	Vanderburgh	Vanderburgh County Sheriff	171,922	165	101	51	5.87	2.97
KS	Johnson	Johnson County Sheriff	451,086	474	394	51	8.73	1.13

	Sedgwick	Sedgwick County Sheriff	452,869	751	167	74	3.69	1.63
LA	Ascension	Ascension Parish Sheriff	76,627	259	256	90	33.41	11.75
	Bossier	Bossier Parish Sheriff	98,310	167	167	38	16.99	3.87
	Caddo	Caddo Parish Sheriff	252,161	631	407	105	16.14	4.16
	Calcasieu	Calcasieu Parish Sheriff	183,577	730	730	140	39.77	7.63
	E Baton Rouge	E Baton Rouge Parish Sheriff	227,818	712	712	126	31.25	5.53
	Jefferson	Jefferson Parish Sheriff	455,466	1,405	681	472	14.95	10.36
	Lafayette	Lafayette Parish Sheriff	110,257	500	485	44	43.99	3.99
	Lafourche	Lafourche Parish Sheriff	89,974	255	167	63	18.56	7
	Livingston	Livingston Parish Sheriff	91,814	149	149	41	16.23	4.47
	Morehouse	Morehouse Parish Sheriff	31,021	166	166	36	53.51	11.61
	Orleans	Orleans Parish Sheriff	484,674	857	685	122	14.13	2.52
	Ouachita	Ouachita Parish Sheriff	147,250	283	179	63	12.16	4.28
	Plaquemines	Plaquemines Parish Sheriff	26,757	232	232	59	86.71	22.05
	Rapides	Rapides Parish Sheriff	126,337	407	407	127	32.22	10.05
	St Charles	St Charles Parish Sheriff	48,072	276	186	75	38.69	15.6
	St John/Baptist	St John the Baptist Sheriff	43,044	208	206	48	47.86	11.15
	St Landry	St Landry Parish Sheriff	87,700	130	130	68	14.82	7.75
	St Martin	St Martin Parish Sheriff	48,583	210	142	61	29.23	12.56
	St Tammany	St Tammany Parish Sheriff	191,268	506	501	246	26.19	12.86
	Terrebonne	Terrebonne Parish Sheriff	104,503	325	325	97	31.1	9.28
MD	Charles	Charles County Sheriff	120,546	451	213	98	17.67	8.13
	Harford	Harford County Sheriff	218,590	381	203	118	9.29	5.4
MI	Genesee	Genesee County Sheriff	436,141	274	140	120	3.21	2.75
	Kalamazoo	Kalamazoo County Sheriff	238,603	178	142	44	5.95	1.84
	Kent	Kent County Sheriff	574,335	500	167	167	2.91	2.91

	Macomb	Macomb County Sheriff	788,149	407	202	101	2.56	1.28
	Oakland	Oakland County Sheriff	1,194,156	985	800	418	6.7	3.5
	Washtenaw	Washtenaw County Sheriff	322,895	179	154	154	4.77	4.77
	Wayne	Wayne County Sheriff	2,061,162	1,504	821	821	3.98	3.98
MN	Hennepin	Hennepin County Sheriff	1,116,200	666	304	42	2.72	0.38
	Ramsey	Ramsey County Sheriff	511,035	400	300	87	5.87	1.7
MS	Harrison	Harrison County Sheriff	189,601	278	148	64	7.81	3.38
MO	Jefferson	Jefferson County Sheriff	198,099	217	155	78	7.82	3.94
	St Charles	St Charles County Sheriff	283,883	177	125	70	4.4	2.47
NB	Douglas	Douglas County Sheriff	463,585	181	121	43	2.61	0.93
	Sarpy	Sarpy County Sheriff	122,595	154	109	35	8.89	2.85
NV	Washoe	Washoe County Sheriff	339,486	673	419	114	12.34	3.36
NJ	Cape May	Cape May County Sheriff	102,326	134	114	40	11.14	3.91
	Hudson	Hudson County Sheriff	608,975	280	204	50	3.35	0.82
	Passaic	Passaic County Sheriff	489,049	600	450	50	9.2	1.02
NM	Bernalillo	Bernalillo County Sheriff	556,678	382	264	160	4.74	2.87
NY	Albany	Albany County Sheriff	294,565	550	100	60	3.39	2.04
	Dutchess	Dutchess County Sheriff	280,150	388	120	86	4.28	3.07
	Erie	Erie County Sheriff	950,265	681	586	586	6.17	6.17
	Monroe	Monroe County Sheriff	735,343	899	777	257	10.57	3.49
	Niagara	Niagara County Sheriff	219,846	311	133	86	6.05	3.91
	Onondaga	Onondaga County Sheriff	458,336	621	537	243	11.72	5.3
	Rockland	Rockland County Sheriff	286,753	251	226	37	7.88	1.29
	Suffolk	Suffolk County Sheriff	1,419,369	980	228	181	1.61	1.28
NC	Buncombe	Buncombe County Sheriff	206,330	308	227	52	11	2.52
	Cabarrus	Cabarrus County Sheriff	131,063	141	136	100	10.38	7.63

	Cumberland	Cumberland County Sheriff	302,963	472	301	65	9.94	2.15
	Davidson	Davidson County Sheriff	147,246	173	112	80	7.61	5.43
	Durham	Durham County Sheriff	223,314	417	141	40	6.31	1.79
	Forsyth	Forsyth County Sheriff	306,067	464	257	198	8.4	6.47
	Guilford	Guilford County Sheriff	421,048	411	217	99	5.15	2.35
	Orange	Orange County Sheriff	118,227	124	103	57	8.71	4.82
	Rowan	Rowan County Sheriff	130,340	143	131	44	10.05	3.38
	Union	Union County Sheriff	123,677	155	113	73	9.14	5.9
	Wake	Wake County Sheriff	627,846	435	255	130	4.06	2.07
OH	Butler	Butler County Sheriff	332,807	254	159	112	4.78	3.37
	Clark	Clark County Sheriff	144,742	136	114	36	7.88	2.49
	Franklin	Franklin County Sheriff	1,068,978	759	370	185	3.46	1.73
	Hamilton	Hamilton County Sheriff	845,303	1,000	550	125	6.51	1.48
	Lucas	Lucas County Sheriff	455,054	454	286	41	6.28	0.9
	Montgomery	Montgomery County Sheriff	559,062	435	179	117	3.2	2.09
	Stark	Stark County Sheriff	378,098	235	115	56	3.04	1.48
	Summit	Summit County Sheriff	542,899	448	364	60	6.7	1.11
OK	Oklahoma	Oklahoma County Sheriff	660,448	634	138	49	2.09	0.74
	Tulsa	Tulsa County Sheriff	563,299	169	145	68	2.57	1.21
OR	Clackamas	Clackamas County Sheriff	338,391	379	293	154	8.66	4.55
	Douglas	Douglas County Sheriff	100,399	136	114	51	11.35	5.08
	Jackson	Jackson County Sheriff	181,269	170	109	47	6.01	2.59
	Lane	Lane County Sheriff	137,893	291	167	104	12.11	7.54
	Washington	Washington County Sheriff	445,342	424	300	110	6.74	2.47
PA	Allegheny	Allegheny County Sheriff	1,281,666	201	171	134	1.33	1.05
SC	Anderson	Anderson County Sheriff	165,740	149	127	54	7.66	3.26

	Beaufort	Beaufort County Sheriff	120,937	173	155	87	12.82	7.19
	Charleston	Charleston County Sheriff	309,969	615	240	94	7.74	3.03
	Florence	Florence County Sheriff	125,761	237	103	40	8.19	3.18
	Greenville	Greenville County Sheriff	379,616	402	327	228	8.61	6.01
	Lexington	Lexington County Sheriff	216,014	338	200	191	9.26	8.84
	Richland	Richland County Sheriff	320,677	490	344	344	10.73	10.73
	Spartanburg	Spartanburg County Sheriff	253,791	301	276	140	10.88	5.52
TN	Blount	Blount County Sheriff	105,823	222	123	55	11.62	5.2
	Hamilton	Hamilton County Sheriff	307,896	335	271	116	8.8	3.77
	Knox	Knox County Sheriff	382,032	792	387	170	10.13	4.45
	Shelby	Shelby County Sheriff	897,472	1,967	525	121	5.85	1.35
	Sullivan	Sullivan County Sheriff	153,048	212	101	56	6.6	3.66
TX	Bexar	Bexar County Sheriff	1,392,931	1,544	430	99	3.09	0.71
	Brazoria	Brazoria County Sheriff	241,767	318	149	108	6.16	4.47
	Dallas	Dallas County Sheriff	2,218,899	1,790	630	100	2.84	0.45
	Denton	Denton County Sheriff	432,976	424	110	42	2.54	0.97
	El Paso	El Paso County Sheriff	679,622	942	237	136	3.49	2
	Fort Bend	Fort Bend County Sheriff	354,452	379	236	136	6.66	3.84
	Galveston	Galveston County Sheriff	250,158	294	266	200	10.63	7.99
	Harris	Harris County Sheriff	3,400,578	3,487	2,584	499	7.6	1.47
	Hidalgo	Hidalgo County Sheriff	569,463	399	198	86	3.48	1.51
	McLennan	McLennan County Sheriff	213,517	277	101	37	4.73	1.73
	Montgomery	Montgomery County Sheriff	293,768	450	291	128	9.91	4.36
	Nueces	Nueces County Sheriff	313,645	340	278	61	8.86	1.94
	Smith	Smith County Sheriff	174,706	233	103	58	5.9	3.32
	Tarrant	Tarrant County Sheriff	1,446,219	1,244	387	52	2.68	0.36



	Travis	Travis County Sheriff	812,280	1,179	205	78	2.52	0.96
	Victoria	Victoria County Sheriff	84,088	152	103	37	12.25	4.4
	Webb	Webb County Sheriff	193,117	244	148	36	7.66	1.86
	Williamson	Williamson County Sheriff	249,967	269	162	120	6.48	4.8
UT	Salt Lake	Salt Lake County Sheriff	898,387	1,292	456	338	5.08	3.76
	Utah	Utah County Sheriff	368,536	250	185	80	5.02	2.17
VA	Hanover	Hanover County Sheriff	86,320	180	164	102	19	11.82
	Loudoun	Loudoun County Sheriff	169,599	272	227	109	13.38	6.43
WA	Clark	Clark County Sheriff	345,238	390	133	77	3.85	2.23
	King	King County Sheriff	1,737,034	989	653	281	3.76	1.62
	Kitsap	Kitsap County Sheriff	231,969	169	106	62	4.57	2.67
	Pierce	Pierce County Sheriff	700,820	739	340	230	4.85	3.28
	Snohomish	Snohomish County Sheriff	606,024	295	220	122	3.63	2.01
	Spokane	Spokane County Sheriff	417,939	470	211	100	5.05	2.39
	Thurston	Thurston County Sheriff	207,355	206	162	51	7.81	2.46
WS	Brown	Brown County Sheriff	226,778	218	132	82	5.82	3.62
	Dane	Dane County Sheriff	426,526	455	370	74	8.67	1.73
	Kenosha	Kenosha County Sheriff	149,577	318	109	66	7.29	4.41
	Milwaukee	Milwaukee County Sheriff	940,164	908	671	200	7.14	2.13
	Racine	Racine County Sheriff	188,831.00	273	197	54	10.43	2.86
	Waukesha	Waukesha County Sheriff	360,767.00	311	151	71	4.19	1.97

## APPENDIX 2

### All Sheriff's Offices Bordering North Carolina with 100 or More Employees: Similar in Geographical Area

State	County	Name of Agency	Population	Total Employees	Total Sworn Deputies	Total Deputies Assigned to Calls For Service	Total Deputies per 10,000 Residents	Total Calls For Service Deputies per 10,000 Residents
GA	Bartow	Bartow County Sheriff	76,019	192	128	44	16.84	5.79
	Bibb	Bibb County Sheriff	153,887	264	226	65	14.69	4.22
	Cherokee	Cherokee County Sheriff	141,903	220	185	73	13.04	5.14
	Columbia	Columbia County Sheriff	89,288	234	132	60	14.78	6.72
	Douglas	Douglas County Sheriff	92,174	279	199	70	21.59	7.59
	Forsyth	Forsyth County Sheriff	98,407	195	134	128	13.62	13.01
	Hall	Hall County Sheriff	139,277	282	196	85	14.07	6.1
	Muscogee	Muscogee County Sheriff	186,291	265	138	51	7.41	2.74
	Richmond	Augusta-Richmond Co Sheriff	199,775	747	535	332	26.78	16.62
NC	Buncombe	Buncombe County Sheriff	206,330	308	227	52	11	2.52
	Cabarrus	Cabarrus County Sheriff	131,063	141	136	100	10.38	7.63
	Cumberland	Cumberland County Sheriff	302,963	472	301	65	9.94	2.15
	Davidson	Davidson County Sheriff	147,246	173	112	80	7.61	5.43
	Durham	Durham County Sheriff	223,314	417	141	40	6.31	1.79
	Forsyth	Forsyth County Sheriff	306,067	464	257	198	8.4	6.47
	Guilford	Guilford County Sheriff	421,048	411	217	99	5.15	2.35

	Orange	Orange County Sheriff	118,227	124	103	57	8.71	4.82
	Rowan	Rowan County Sheriff	130,340	143	131	44	10.05	3.38
	Union	Union County Sheriff	123,677	155	113	73	9.14	5.9
	Wake	Wake County Sheriff	627,846	435	255	130	4.06	2.07
SC	Anderson	Anderson County Sheriff	165,740	149	127	54	7.66	3.26
	Beaufort	Beaufort County Sheriff	120,937	173	155	87	12.82	7.19
	Charleston	Charleston County Sheriff	309,969	615	240	94	7.74	3.03
	Florence	Florence County Sheriff	125,761	237	103	40	8.19	3.18
	Greenville	Greenville County Sheriff	379,616	402	327	228	8.61	6.01
	Lexington	Lexington County Sheriff	216,014	338	200	191	9.26	8.84
	Richland	Richland County Sheriff	320,677	490	344	344	10.73	10.73
	Spartanburg	Spartanburg County Sheriff	253,791	301	276	140	10.88	5.52
TN	Blount	Blount County Sheriff	105,823	222	123	55	11.62	5.2
	Hamilton	Hamilton County Sheriff	307,896	335	271	116	8.8	3.77
	Knox	Knox County Sheriff	382,032	792	387	170	10.13	4.45
	Shelby	Shelby County Sheriff	897,472	1967	525	121	5.85	1.35
	Sullivan	Sullivan County Sheriff	153,048	212	101	56	6.6	3.66
VA	Hanover	Hanover County Sheriff	86,320	180	164	102	19	11.82
	Loudoun	Loudoun County Sheriff	169,599	272	227	109	13.38	6.43

## APPENDIX 3

### All Sheriff's Offices Serving Jurisdictions Less Than 100,000 Population

State	County	Name of Agency	Population	Total Employees	Total Sworn Deputies	Total Deputies Assigned to Calls for Service	Total Deputies per 10,000 Residents	Total Calls for Service Deputies per 10,000 Residents
FL	Highlands	Highlands County Sheriff	87,366.00	231	117	85	13.39	9.73
	Monroe	Monroe County Sheriff	79,589.00	503	193	113	24.25	14.2
	Putnam	Putnam County Sheriff	70,423.00	201	151	56	21.44	7.95
GA	Bartow	Bartow County Sheriff	76,019.00	192	128	44	16.84	5.79
	Columbia	Columbia County Sheriff	89,288.00	234	132	60	14.78	6.72
	Douglas	Douglas County Sheriff	92,174.00	279	199	70	21.59	7.59
	Forsyth	Forsyth County Sheriff	98,407.00	195	134	128	13.62	13.01
ID	Lake	East Chicago Sheriff	32,414.00	161	129	71	39.8	21.9
LA	Ascension	Ascension Parish Sheriff	76,627.00	259	256	90	33.41	11.75
	Bossier	Bossier Parish Sheriff	98,310.00	167	167	38	16.99	3.87
	Lafourche	Lafourche Parish Sheriff	89,974.00	255	167	63	18.56	7
	Livingston	Livingston Parish Sheriff	91,814.00	149	149	41	16.23	4.47
	Morehouse	Morehouse Parish Sheriff	31,021.00	166	166	36	53.51	11.61
	Plaquemines	Plaquemines Parish Sheriff	26,757.00	232	232	59	86.71	22.05
	St Charles	St Charles Parish Sheriff	48,072.00	276	186	75	38.69	15.6
	St John the Baptist	St John the Baptist Sheriff	43,044.00	208	206	48	47.86	11.15

	St Landry	St Landry Parish Sheriff\	87,700.00	130	130	68	14.82	7.75
	St Martin	St Martin Parish Sheriff	48,583.00	210	142	61	29.23	12.56
NJ	Hudson	West New York Sheriff	45,768.00	127	118	69	25.78	15.08
TX	Victoria	Victoria County Sheriff	84,088.00	152	103	37	12.25	4.4
VA	Hanover	Hanover County Sheriff	86,320.00	180	164	102	19	11.82

## APPENDIX 4

### All Sheriff's Offices Bordering North Carolina Serving Jurisdictions With Less Than 100,000 Population

State	County	Name of Agency	Residents	Total Employees	Total Sworn Deputies	Total Deputies Assigned to Calls For Service	Total Deputies per 10,000 Residents	Total Calls For Service Deputies per 10,000 Residents
GA	Columbia	Columbia County Sheriff	89,288	234	132	60	15	7
	Douglas	Douglas County Sheriff	92,174	279	199	70	22	8
	Forsyth	Forsyth County Sheriff	98,407	195	134	128	14	13
VA	Hanover	Hanover County Sheriff	86,320	180	164	102	19	12



## APPENDIX 5

**EVENT DESCRIPTIONS**  
**Other Jurisdictions & ETJ Unincorporated Areas in Mecklenburg County**  
**Charlotte, Pineville, and Mint Hill [Only]**  
**CMPD Units Assigned: Patrol, Motorcycle, Aviation, K-9**

				<b>Three Year Average =</b>		<b>29,083</b>
		<b>Total</b>	<b>34,060</b>	<b>31,200</b>	<b>22,563</b>	<b>29,083</b>
<b>AREA</b>	<b>EVENT TYPE</b>	<b>EVENT DESCRIPTION</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2014- 2016</b>
Charlotte ETJ	911	911 HANG UP/CALLBACK	160	199	214	573
Charlotte ETJ	ABC	ABC RELATED	10	21	32	63
Charlotte ETJ	AC	ACCIDENT	973	1,181	1,431	3,585
Charlotte ETJ	ADW	ASSAULT WITH DEADLY WEAPON	66	78	108	252
Charlotte ETJ	ALR	ALARM	1,348	1,353	1,503	4,204
Charlotte ETJ	ANI	ANIMAL CONTROL	20	18	18	56
Charlotte ETJ	ASLT	ASSAULT	90	110	95	295
Charlotte ETJ	AST	ASSIST OTHER AGENCY	411	493	552	1,456
Charlotte ETJ	AV	AVIATION RELATED	920	995	664	2,579
Charlotte ETJ	BE	BREAK/ENTER	476	495	481	1,452
Charlotte ETJ	BMB	BOMB THREAT	1	1	0	2
Charlotte ETJ	CDCP	CDCP CLINICIAN VISIT	29	57	145	231
Charlotte ETJ	CI	CRIMINAL INTELLIGENCE	0	0	1	1
Charlotte ETJ	CMSPD	CMS PD	0	2	0	2
Charlotte ETJ	CT	COMMUNICATING THREATS	64	80	92	236
Charlotte ETJ	DE	DEATH	3	3	2	8
Charlotte ETJ	DE_NATRL	DEATH	3	1	1	5
Charlotte ETJ	DIS	DISTURBANCE	631	638	622	1,891
Charlotte ETJ	DR	DRUG RELATED	64	89	101	254
Charlotte ETJ	DTP	DAMAGE TO PROPERTY	120	141	155	416
Charlotte ETJ	DV	DOMESTIC INCIDENT	1,207	1,261	1,406	3,874
Charlotte ETJ	FF	FRAUD/FORGERY	30	32	39	101
Charlotte ETJ	FG	FIGHT	53	40	52	145
Charlotte ETJ	FI	FIRE CASE	3	1	0	4

Charlotte ETJ	GA	GAMBLING	0	1	0	1
Charlotte ETJ	HA	HARASSMENT	2	7	12	21
Charlotte ETJ	HR	HIT AND RUN	176	202	226	604
Charlotte ETJ	JU	JUVENILE RELATED	34	55	57	146
Charlotte ETJ	KI	KIDNAPPING	4	2	1	7
Charlotte ETJ	LA	LARCENY	493	545	696	1,734
Charlotte ETJ	LE	LAKE ENFORCEMENT	194	212	186	592
Charlotte ETJ	LO	LOITERING	84	75	91	250
Charlotte ETJ	MP	MISSING PERSON	242	182	201	625
Charlotte ETJ	NC	NOISE COMPLAINT	349	368	366	1,083
Charlotte ETJ	OR	OFFICER CALLED IN	2,905	2,432	1,859	7,196
Charlotte ETJ	OV	OVERDOSE	24	16	35	75
Charlotte ETJ	PO	PORNOGRAPHY	2	2	3	7
Charlotte ETJ	PRP	PROPERTY	89	109	108	306
Charlotte ETJ	OS	PUBLIC SERVICE	1,342	1,515	1,610	4,467
Charlotte ETJ	QL	QUALITY OF LIFE	28	16	21	65
Charlotte ETJ	RO	ROBBERY	21	29	47	97
Charlotte ETJ	SC	SEX CRIME	23	24	33	80
Charlotte ETJ	SP	SUSPICIOUS PERSON	431	399	426	1,256
Charlotte ETJ	SPEC	SPECIALIZED TRAINING	1	0	0	1
Charlotte ETJ	SS	SPECIAL SERVICE REQUEST	1	1	0	2
Charlotte ETJ	SU	SUICIDE	110	82	107	299
Charlotte ETJ	TF	TRAFFIC RELATED	457	515	534	1,506
Charlotte ETJ	TR	TRESPASS	62	64	86	212
Charlotte ETJ	VE	VEHICLE RELATED	1,242	1,200	1,354	3,796
Charlotte ETJ	WA	WARRANT RELATED	216	175	170	561
Charlotte ETJ	WP	WEWAPON RELATED	229	278	292	799
Charlotte ETJ	ZONE	ZONE CHECK	12,247	9,955	2,809	25,011
Mint Hill City Limits	ABC	ABC RELATED	1	0	0	1
Mint Hill City Limits	AC	ACCIDENT	13	20	19	52
Mint Hill City Limits	ADW	ASSAULT WITH DEADLY WEAPON	2	0	0	2
Mint Hill City Limits	ALR	ALARM	7	6	1	14
Mint Hill City Limits	ANI	ANIMAL CONTROL	4	2	2	8
Mint Hill City Limits	ASLT	ASSAULT	1	0	0	1
Mint Hill City Limits	AST	ASSIST OTHER AGENCY	13	36	29	78

Mint Hill City Limits	BE	BREAK/ENTER	5	0	0	5
Mint Hill City Limits	CDCP	CDCP CLINICIAN VISIT	0	0	2	2
Mint Hill City Limits	CT	COMMUNICATING THREATS	0	1	0	1
Mint Hill City Limits	DIS	DISTURBANCE	2	0	1	3
Mint Hill City Limits	DR	DRUG RELATED	2	1	0	3
Mint Hill City Limits	DTP	DAMAGE TO PROPERTY	2	0	0	2
Mint Hill City Limits	DV	DOMESTIC INCIDENT	4	5	0	9
Mint Hill City Limits	FG	FIGHT	0	1	1	2
Mint Hill City Limits	HR	HIT AND RUN	0	2	2	4
Mint Hill City Limits	JU	JUVENILE RELATED	1	1	8	10
Mint Hill City Limits	KI	KIDNAPPING	1	0	0	1
Mint Hill City Limits	LA	LARCENY	5	2	0	7
Mint Hill City Limits	MP	MISSING PERSON	1	1	3	5
Mint Hill City Limits	NC	NOISE COMPLAINT	2	0	0	2
Mint Hill City Limits	OR	OFFICER CALLED IN	180	142	140	462
Mint Hill City Limits	PRP	PROPERTY	3	0	1	4
Mint Hill City Limits	PS	PUBLIC SERVICE	51	38	39	128
Mint Hill City Limits	RO	ROBBERY	1	0	0	1
Mint Hill City Limits	SPEC	SUSPICIOUS PERSON	6	5	1	12
Mint Hill City Limits	SPEC	SPECIALIZED TRAINING	1	0	0	1
Mint Hill City Limits	SU	SUICIDE	2	0	0	2
Mint Hill City Limits	TF	TRAFFIC RELATED	16	6	2	24
Mint Hill City Limits	VE	VEHICLE RELATED	22	22	14	58
Mint Hill City Limits	WA	WARRANT RELATED	12	5	10	27
Mint Hill City Limits	WP	WEAPON RELATED	0	2	0	2
Mint Hill City Limits	ZONE	ZONE CHECK	411	208	13	632
Mint Hill ETJ	911	911 HANG UP/CALLBACK	25	22	24	71

Mint Hill ETJ	ABC	ABC RELATED	5	5	8	18
Mint Hill ETJ	AC	ACCIDENT	126	113	125	364
Mint Hill ETJ	ADW	ASSAULT WITH DEADLY WEAPON	10	15	16	41
Mint Hill ETJ	ALR	ALARM	90	83	89	262
Mint Hill ETJ	ANI	ANIMAL CONTROL	2	4	1	7
Mint Hill ETJ	ASLT	ASSAULT	27	22	33	82
Mint Hill ETJ	AST	ASSIST OTHER AGENCY	71	68	61	200
Mint Hill ETJ	AV	AVIATION RELATED	0	2	0	2
Mint Hill ETJ	BE	BREAK/ENTER	84	59	81	224
Mint Hill ETJ	CDCP	CDCP CLINICIAN VISIT	0	23	22	45
Mint Hill ETJ	CT	COMMUNICATING THREATS	13	21	25	59
Mint Hill ETJ	DE	DEATH	1	2	2	5
Mint Hill ETJ	DIS	DISTURBANCE	127	98	89	314
Mint Hill ETJ	DR	DRUG RELATED	36	30	47	113
Mint Hill ETJ	DTP	DAMAGE TO PROPERTY	24	31	27	82
Mint Hill ETJ	DV	DOMESTIC INCIDENT	183	202	225	610
Mint Hill ETJ	FF	FRAUD/FORGERY	1	2	4	7
Mint Hill ETJ	FG	FIGHT	10	9	12	31
Mint Hill ETJ	HA	HARASSMENT	0	0	1	1
Mint Hill ETJ	HR	HIT AND RUN	13	18	18	49
Mint Hill ETJ	JU	JUVENILE RELATED	8	33	36	77
Mint Hill ETJ	LA	LARCENY	115	61	71	247
Mint Hill ETJ	LO	LOITERING	19	13	10	42
Mint Hill ETJ	MP	MISSING PERSON	41	30	20	91
Mint Hill ETJ	NC	NOISE COMPLAINT	66	29	32	127
Mint Hill ETJ	OR	OFFICER CALLED IN	225	150	114	489
Mint Hill ETJ	OV	OVERDOSE	2	2	4	8
Mint Hill ETJ	PRP	PROPERTY	17	26	18	61
Mint Hill ETJ	PS	PUBLIC SERVICE	239	242	238	719
Mint Hill ETJ	QL	QUALITY OF LIFE	1	4	3	8
Mint Hill ETJ	RO	ROBBERY	4	6	5	15
Mint Hill ETJ	SC	SEX CRIME	2	1	2	5
Mint Hill ETJ	SP	SUSPICIOUS PERSON	77	63	52	192
Mint Hill ETJ	SS	SPECIAL SERVICE REQUEST	0	1	0	1
Mint Hill ETJ	SU	SUICIDE	14	12	14	40
Mint Hill ETJ	TF	TRAFFIC RELATED	58	67	57	182
Mint Hill ETJ	TR	TRESPASS	8	7	2	17

Mint Hill ETJ	VE	VEHICLE RELATED	108	112	130	350
Mint Hill ETJ	WA	WARRANT RELATED	38	35	29	102
Mint Hill ETJ	WP	WEAPON RELATED	38	39	54	131
Mint Hill ETJ	ZONE	ZONE CHECK	1,875	1,147	69	3,091
Pineville City Limits	911	911 HANG UP/CALLBACK	1	0	0	1
Pineville City Limits	ABC	ABC RELATED	0	1	1	2
Pineville City Limits	AC	ACCIDENT	43	54	73	170
Pineville City Limits	ADW	ASSAULT WITH DEADLY WEAPON	0	1	1	2
Pineville City Limits	ALR	ALARM	0	0	1	1
Pineville City Limits	ANI	ANIMAL CONTROL	2	0	1	3
Pineville City Limits	ASLT	ASSAULT	2	2	1	5
Pineville City Limits	AST	ASSIST OTHER AGENCY	20	32	39	91
Pineville City Limits	AV	AVIATION RELATED	0	1	0	1
Pineville City Limits	BMB	BOMB THREAT	1	0	0	1
Pineville City Limits	CT	COMMUNICATING THREATS	0	0	1	1
Pineville City Limits	DE_NATRL	DEATH	0	0	1	1
Pineville City Limits	DIS	DISTURBANCE	4	3	4	11
Pineville City Limits	DR	DRUG RELATED	1	1	0	2
Pineville City Limits	DTP	DAMAGE TO PROPERTY	0	1	0	1
Pineville City Limits	DV	DOMESTIC INCIDENT	1	1	1	3
Pineville City Limits	HR	HIT AND RUN	3	5	7	15
Pineville City Limits	JU	JUVENILE RELATED	2	1	0	3
Pineville City Limits	LA	LARCENY	2	2	0	4
Pineville City Limits	LO	LOITERING	3	1	4	8
Pineville City Limits	MP	MISSING PERSON	3	1	2	6
Pineville City Limits	OR	OFFICER CALLED IN	420	478	306	1,204
Pineville City Limits	PRP	PROPERTY	5	8	9	22
Pineville City Limits	PS	PUBLIC SERVICE	26	53	50	129

Pineville City Limits	QL	QUALITY OF LIFE	0	1	1	2
Pineville City Limits	RO	ROBBERY	0	0	3	3
Pineville City Limits	SC	SEX CRIME	1	3	2	6
Pineville City Limits	SP	SUSPICIOUS PERSON	8	9	5	22
Pineville City Limits	SU	SUICIDE	0	1	0	1
Pineville City Limits	TF	TRAFFIC RELATED	3	8	10	21
Pineville City Limits	VE	VEHICLE RELATED	16	21	28	65
Pineville City Limits	VICE	VICE OFFICER REQUESTED	0	1	0	1
Pineville City Limits	WA	WARRANT RELATED	5	7	8	20
Pineville City Limits	ZONE	ZONE CHECK	55	51	8	114
Pineville ETJ	911	911 HANG UP/CALLBACK	8	8	7	23
Pineville ETJ	ABC	ABC RELATED	1	1	2	4
Pineville ETJ	AC	ACCIDENT	91	62	61	214
Pineville ETJ	ADW	ASSAULT WITH DEADLY WEAPON	2	2	4	8
Pineville ETJ	ALR	ALARM	43	38	43	124
Pineville ETJ	ANI	ANIMAL CONTROL	1	0	1	2
Pineville ETJ	ASLT	ASSAULT	2	2	2	6
Pineville ETJ	AST	ASSIST OTHER AGENCY	21	14	29	64
Pineville ETJ	AV	AVIATION RELATED	0	1	0	1
Pineville ETJ	BE	BREAK/ENTER	19	30	16	65
Pineville ETJ	CT	COMMUNICATING THREATS	4	10	5	19
Pineville ETJ	DE	DEATH	1	0	0	1
Pineville ETJ	DIS	DISTURBANCE	22	29	17	68
Pineville ETJ	DR	DRUG RELATED	4	2	2	8
Pineville ETJ	DTP	DAMAGE TO PROPERTY	13	11	4	28
Pineville ETJ	DV	DOMESTIC INCIDENT	50	64	57	171
Pineville ETJ	FF	FRAUD/FORGERY	0	1	1	2
Pineville ETJ	FG	FIGHT	1	0	1	2
Pineville ETJ	HA	HARASSMENT	0	0	1	1
Pineville ETJ	HR	HIT AND RUN	6	4	8	18
Pineville ETJ	JU	JUVENILE RELATED	2	3	4	9
Pineville ETJ	LA	LARCENY	7	15	30	52
Pineville ETJ	LO	LOITERING	1	4	4	9

Pineville ETJ	MP	MISSING PERSON	10	4	19	33
Pineville ETJ	NC	NOISE COMPLAINT	37	30	35	102
Pineville ETJ	OR	OFFICER CALLED IN	71	146	95	312
Pineville ETJ	OV	OVERDOSE	0	3	1	4
Pineville ETJ	PRP	PROPERTY	8	0	8	16
Pineville ETJ	PS	PUBLIC SERVICE	67	102	81	250
Pineville ETJ	QL	QUALITY OF LIFE	0	0	3	3
Pineville ETJ	RO	ROBBERY	0	1	0	1
Pineville ETJ	SC	SEX CRIME	5	0	2	7
Pineville ETJ	SP	SUSPICIOUS PERSON	39	22	25	86
Pineville ETJ	SU	SUICIDE	3	4	10	17
Pineville ETJ	TF	TRAFFIC RELATED	16	19	14	49
Pineville ETJ	TR	TRESPASS	2	2	2	6
Pineville ETJ	VE	VEHICLE RELATED	42	37	50	129
Pineville ETJ	WA	WARRANT RELATED	5	1	10	16
Pineville ETJ	WP	WEAPON RELATED	10	7	5	22
Pineville ETJ	ZONE	ZONE CHECK	555	608	135	1,298



## APPENDIX 6

### Crime Scene Search Equipment and Supplies Per Vehicle

	Units	Per Unit	Unit Price	Total
<b>Essential</b>				
Bindle paper	10	Packs	\$8.29	\$82.90
Biohazard bags	1	100	\$55.56	\$55.56
Body fluid collection kit	20	0	\$9.50	\$190.00
Camera with flash and tripod; extra film, if not digital; extra flash memory cards, if digital	2	1	\$1,200.00	\$2,400.00
Casting materials	5	1	\$10.00	\$50.00
Consent/search forms	5	100	\$10.00	\$50.00
Crime scene barricade tape	20	10	\$69.95	\$1,399.00
Cutting instruments (knives, box cutter, scalpel, scissors, etc.)	2	2	\$40.00	\$80.00
Directional marker/compass	1	1	\$50.00	\$50.00
Disinfectant (such as a 10% bleach solution)	10	10	\$30.00	\$300.00
Evidence collection containers, pie boxes with sheet cotton for document recovery; manila folders	100	100	\$4.50	\$450.00
Evidence collection containers including rigid containers for firearms and ammunition boxes	100	100	\$32.99	\$3,299.00
Evidence identifiers (numbers, placards)	20	100	\$4.50	\$90.00
Evidence seals/tape	20	100	\$4.50	\$90.00
First-aid kit	1	1	\$34.00	\$34.00
Flashlight and extra batteries	2	2	\$119.00	\$238.00
High-intensity lights	2	2	\$129.00	\$258.00
Latent print kit	2	2	\$90.00	\$180.00
Magnifying glass	2	2	\$10.00	\$20.00
Measuring devices	2	2	\$5.00	\$10.00
Permanent markers	1	12	\$19.95	\$19.95
Personal protective equipment (PPE)	12	12	\$8.86	\$106.32
Photographic scale (ruler)	20	10	\$3.65	\$73.00
Presumptive blood test supplies	1	1	\$40.00	\$40.00
Sketch paper	2	2	\$5.00	\$10.00
Tool kit	1	1	\$139.00	\$139.00
Tweezers/forceps	2	2	\$6.02	\$12.04
Window screen fabric in rolls or sheets	1	50'	\$49.99	\$49.99

<b>Optional</b>				
Audiotape recorder	1	1	\$30.00	\$30.00
Bloodstain pattern examination kit	1	1	\$171.00	\$171.00
Business cards	1	1000	\$50.00	\$50.00
Chalk	2	10	\$2.99	\$5.98
Chemical enhancement supplies	0	0	\$0.00	\$0.00
Compass	1	1	\$50.00	\$50.00
Entomology (insect) collection kit	1	1	\$148.00	\$148.00
Extension cords	1	100'	\$39.99	\$39.99
Flares	10	6 Pack	\$29.95	\$299.50
Forensic light source (alternate light source, UV lamp/laser, goggles)	1	1	\$19.99	\$19.99
Generator	1	1	\$599.00	\$599.00
Gunshot residue kit	10	1	\$8.25	\$82.50
Laser trajectory kit	1	1	\$339.00	\$339.00
Marking paint/snow wax	1	6	\$19.99	\$19.99
Metal detector	1	1	\$300.00	\$300.00
Mirror	1	1	\$10.00	\$10.00
Phone listing (important numbers)	0	0	\$0.00	\$0.00
Privacy screens	0	0	\$0.00	\$0.00
Protrusion rod set	1	1	\$45.00	\$45.00
Reflective vest	1	1	\$10.00	\$10.00
Refrigeration or cooling unit	0	0	\$0.00	\$0.00
Respirators with filters	1	1	\$40.00	\$40.00
Roll of string.	2	100	\$5.99	\$11.98
Rubber bands.	1	1000	\$10.00	\$10.00
Sexual assault evidence collection kit (victim and suspect)	10	1	\$14.98	\$149.80
Shoe print lifting equipment	1	1	\$10.00	\$10.00
Templates (scene and human)	0	0	\$0.00	\$0.00
Thermometer	1	1	\$10.00	\$10.00
Traffic cones	5	1	\$6.50	\$32.50
Trajectory rods	1	1	\$32.84	\$32.84
Video recorder	1	1	\$300.00	\$300.00
<b>Evidence Collection Kits</b>				
<b>Blood Collection</b>				
Coin envelopes	1	250	\$14.99	\$14.99
Disposable scalpels	1	10	\$34.59	\$34.59
Distilled water or single use sterile water droppers	1	12	\$8.99	\$8.99

Evidence identifiers	1	12	\$9.99	\$9.99
Drying box	1	1	\$1,000.00	\$1,000.00
Latex gloves	5	1	\$6.80	\$34.00
Swabs	1	1000	\$17.00	\$17.00
<b>Fingerprint</b>				
Adhesive and gelatin lifting materials	3	3 Sizes	\$15.99	\$47.97
Brushes	1	10	\$9.99	\$9.99
Chemical enhancement supplies	0	0	\$0.00	\$0.00
Cyanoacrylate (super glue) wand/ packets	1	24	\$59.99	\$59.99
Fingerprint ink pads, cards and card holders for exemplar collection	1	Kit	\$80.00	\$80.00
Forensic light source	1	kit	\$2,000.00	\$2,000.00
Lift cards, including 8 ½" x 11" card stock	1	3 Sizes	\$15.99	\$15.99
Lift tape	3	3 Sizes	\$10.99	\$32.97
Measurement scales	1	1	\$29.99	\$29.99
<b>Bloodstain Pattern Documentation</b>				
ABFO scales	1	1	\$29.99	\$29.99
Calculator	1	1	\$19.99	\$19.99
Laser pointer	1	1	\$29.99	\$29.99
Permanent markers	1	12	\$15.00	\$15.00
Protractor	1	1	\$5.00	\$5.00
Tape	1	1	\$5.99	\$5.99
<b>Electronic and Digital Evidence Recovery</b>				
Anti-static bags -Faraday Bags	3	10 /pack 3 sizes	\$9.99	\$29.97
Bubble-wrap and other packing materials	1	Roll	\$29.00	\$29.00
Cable tags and ties	3	3 Sizes	\$9.99	\$29.97
CDs	1	50	\$19.00	\$19.00
Hand truck	1	1	\$40.00	\$40.00
Nut drivers, hex and star-type	1	0	\$5.00	\$5.00
Pliers: needle-nose and standard	1	0	\$5.00	\$5.00
Secure-bit drivers	1	0	\$5.00	\$5.00
Screwdrivers, non-magnetic flat-blade and Philips-type	1	0	\$5.00	\$5.00
Wire cutters	1	0	\$5.00	\$5.00
<b>Excavation and Evidence Recovery</b>				
Shovels/trowels	1	1	\$19.99	\$19.99

Wooden/metal stakes	1	12	\$5.99	\$5.99
<b>Impressions—footwear, tire tracks and tool mark</b>				
Bowls/mixing containers	1	1	\$5.00	\$5.00
Boxes	10	1	\$1.25	\$12.50
Snow print wax	1	1	\$5.00	\$5.00
Stirring sticks	1	12	\$1.00	\$1.00
Water	1	1	\$3.99	\$3.99
<b>Trace Evidence Collection</b>				
Glass jars, bottles, vials with air-tight, screw-on lids	20	3 Sizes	\$10.00	\$200.00
Metal friction lid cans with fitting lids	20	3 Sizes	\$10.00	\$200.00
Trace evidence vacuum with disposable collection filters	1	1	\$340.00	\$340.00
Transfer pipettes (glass or plastic)	3	30	\$7.99	\$23.97
<b>Total Per Van</b>				<b>\$17,086.63</b>

## APPENDIX 7

### Annual Mandatory Firearms Training Costs

Number of Employees	Estimated Firearms Training Costs	Cost Per Item	Total Cost Per Employee
	<b>Handgun</b>		
101	DUTY AMMO PRACTICE DAY	\$14.92	\$1,506.92
101	DUTY AMMO PRACTICE NIGHT	\$14.92	\$1,506.92
101	DUTY AMMO QUALIFICATION-DAY	\$14.92	\$1,506.92
100	DUTY AMMO QUALIFICATION -NIGHT	\$14.92	\$1,492.00
25	REMEDIAL TRAINING	\$14.92	\$373.00
100	DUTY AMMO	\$50.61	\$5,061.00
	<b>SHOTGUN</b>		
101	SHOTGUN QUALIFICATION - DAY PER 100	\$21.38	\$2,159.38
101	SHOTGUN QUALIFICATION - NIGHT PER 100	\$21.38	\$2,159.38
25	REMEDIAL TRAINING	\$21.23	\$530.75
	<b>EQUIPMENT</b>		
1	TARGETS	\$800.00	\$800.00
1	TARGET BACKERS	\$400.00	\$400.00
	<b>PATROL RIFLES</b>		
101	PATROL RIFLES (IF ADDED DAY AND NIGHT QUALIFICATION)	\$178.48	\$18,026.48
101	PATROL RIFLES (IF ADDED DAY AND NIGHT PRACTICE)	\$178.48	\$18,026.48

25	REMEDIAL TRAINING	\$178.48	\$4,462.00
100	PATROL RIFLES DUTY AMMO	\$50.61	\$5,061.00
101	MISC. CLEANING AND RANGE SUPPLIES	\$30.00	\$3,030.00
	<b>TOTAL FIREARMS TRAINING COSTS</b>		<b>\$66,102.23</b>

## APPENDIX 8

### General Order and Policy Review

Policy	Title	Notes:
GO -01	Mission	Add patrol function to Mission Statement
GO-02	Rules of Conduct	Assuming the use of BWC, add ROC regarding BWC.
GO-03	Use of Force	No additions
GO-04	Discipline, Internal Investigations & Employee rights	No additions
GO-05	Pursuit Driving and Emergency Response	Add section regarding expected response to routine calls for service, immediate calls for service and emergency calls for service.
GO-06	Not in Effect	No additions
GO-07	Media and Employee Communications	Add policy for "On Scene" Media Interaction. MCSO maybe the lead law enforcement agencies on major scenes or news events.
GO-08	Inmate Work Crew	No additions
GO-09	Personal Appearance and Work Attire	Review Section V.: A. Deputy worn Body Cameras. Review Section IX. for Vice detectives
GO-10	Equipment Polices and off-duty concealed weapons	No additions
GO-11	K-9 Operations Combined	Depending on assignment, policy will need to address K-9 officers responsibly during routine patrol. Role of K-9 during pursuit.
GO-12	Secondary Employment	No additions
GO-13	Ethics and Conduct with Inmates	No additions
GO-14	Transportation of Inmates	Policy needs review. Use of DMVR or BWC during transport. Policy need additions rules that address arrest, not just transporting inmates. Suggested that CMPD Prisoner Transport Policy (500-008) be used as a model policy.
GO-15	Continuing Education Combined	No additions
GO-16	Not in Effect	No additions



GO-17	Employee Intra-Officer Transfer & Promotional Procedures	No additions
GO-18	Sexual Harassment and other Prohibited Employment Activities	No additions
GO-19	Attendance Policy Combined	No additions
GO-20	Uniform Traffic Enforcement	Discussion Section. Add police function to responsibilities. Section IV. D. Add handicap parking enforcement to types of parking laws that will be enforced.
GO-21	Activation of Sheriff's Emergency Response Team and Crisis Negotiation team	No additions
GO-22	Mobile Data Computer Operating Policy	Policy will need updating based on new RMS and CAD systems.
GO-23	Found Property Combined	Policy needs updating. Refers to CMPD Property Control, but MCSO now has their own Property Control. Policy also refers to CMPD taking control of contraband items and CMPD taking a report. Policy will need to be changed to reflect MCSO handling all found property and what reports will be completed (i.e., incident report). Suggest a complete review of this policy to reflect police function.
GO-24	Sheriff's Office Vehicles Combined	Will MCSO complete DMV 349 as part of their patrol function? If so, this policy need to reflect that MCSO will conduct their own accident investigations
GO-25	Line of Duty Death Combined	No additions
GO-26	Electronic Communications	No additions
GO-27	Escape from Custody	Changes need to reflect arrest situations.
GO-28	Advance Local Emergency Response Team (ALERT)	No additions
GO-29	Crisis Intervention Team	No additions
Division Directive #1	LPR (License Plate Reader)	No additions

Division Directive #2	Active Shooter	Role of detectives and non-uniformed sworn personnel during active shooter.
Division Directive #3	IVAC Draft (DMVR)	Add policy regarding the use of system during transportation in arrestees have use of force or other situation that the recording of the arrestee would be helpful.
Division Directive #4	Body Worn Cameras	Policy will to reflect police function role and the use of BWCs during calls for service. Policy will also need to reflect the retention and sharing of video as evidence.
Administration Order #1	Duty Captain Responsibilities'	This policy will need to be reviewed based on the MCSO organizational structure should they have a law enforcement function.
Administration Order #2	Critical Incident Stress Management	No additions
Administration Order #3	Not in Effect	No additions
Administrative Order #4	Legal Assistance for Staff	No additions
Section 1: FO1.01	Organizational Chart	Currently needs updating. Will need additional updating to reflect law enforcement division.
Section 1: FO1.02	Reports	Will need to be updated based on RMS system. Also, there will need to be a section on incident reports, supplements, and DMV-349.
Section 1: FO1.03	Contract Assurance	No additions
Section 1: FO1.04	Purchasing	No additions
Section 1: FO1.05	Budget Procedures	No additions
Section 1: FO1.06	Inventory Control	No additions
Section 1: FO1.07	Policy Management	Additions might be needed based on new organizational structure.
Section 1: FO1.08	Position Control	No additions
Section 1: FO1.09	Insurance Coverage and Accidents	No additions
Section 1: FO1.10	Staff Communications	No additions
Section 1: FO1.11	Confidentiality	No additions

Section 1: FO1.12	Managing for Results	No additions
Section 1: FO1.13	Personnel Records	No additions
Section 1: FO1.14	MCSO Command Center	No additions
Section 1: FO1.15	Vision and Mission	No additions
Section 1: FO1.16	Employee Support Group	Include law enforcement assignments. Policy is focused on assignments where employees deal with inmates.
Section 1: FO1.17	Staff Exposures	No additions
Section 1: FO1.18	Arrest of Deaf-Impaired Hearing Persons	No additions
Section 1: FO1.19	Evidence Handling	Complete rewrite if policy to reflect MCSO property control. Additionally, NC SBI crime lab procedures will need to be added unless MCSO will continue to use (and pay for) CMPD crime lab.
Section 2:		Repeats all the General Orders already reviewed.
Section 3: FO3.01	Assigned Deputy Responsibilities	No additions
Section 3: FO3.02	Civil Summons	No additions
Section 3: FO3.03	Criminal Summons	No additions
Section 3: FO3.04	Driver's License Pickup Order	No additions
Section 3: FO3.05	Notice of Hearing in Foreclosure	No additions
Section 3: FO3.06	Juvenile Summons	No additions
Section 3: FO3.07	Incompetence	No additions
Section 3: FO3.08	Magistrate Summons	No additions
Section 3: FO3.09	Notice of Rights	No additions
Section 3: FO3.10	Order to File Inventory	No additions

Section 3: FO3.11	Order to Show Cause	No additions
Section 3: FO3.12	Enforcement of Foreign Orders	No additions
Section 3: FO3.13	Subpoenas	No additions
Section 3: FO3.14	Out of State Processes	No additions
Section 4: FO4.01	BOB Ex-Prate Domestic Violence Orders (Serving)	No additions
Section 4: FO4.02	CYC Civil No Contact Orders (Serving)	No additions
Section 4: FO4.03	DEPOT (Domestic Violence Protection Orders) Assist	No additions
Section 4: FO4.04	Weapon Seizure (Domestic Orders)	No additions
Section 5: FO5.01	CLU Assigned Deputy Responsibilities	No additions
Section 5: FO5.02	Writ of Executions	No additions
Section 5: FO5.03	Levy on Movable Property/Sales/Returns	No additions
Section 5: FO5.04	Levy on Real Property/Sales/Returns	No additions
Section 5: FO5.05	Securing Monies Collected	No additions
Section 5: FO5.06	NC Warrant for Collection on Taxes	No additions
Section 5: FO5.07	Order of Seizure in Claim & Delivery	No additions
Section 5: FO5.08	Order of Attachment	No additions
Section 5: FO5.09	Summons of Garnishee	No additions
Section 5: FO5.10	Writ of Possession-Personal Property	No additions
Section 5: FO5.11	Writ of Possession-Real Property (Evictions)	No additions

Section 5: FO5.12	Mecklenburg County Warrant for Collection of Taxes	No additions
Section 6: FO6.01	Arrest Procedures	Suggest this policy should be a general order that applies to all deputy. Since it is in the Fugitive section, a deputy could imply that it only applies to deputies that work in fugitive.
Section 6: FO6.02	Warrants-Orders for Arrest	Suggest this policy should be a general order that applies to all deputy. Since it is in the Fugitive section, a deputy could imply that it only applies to deputies that work in fugitive.
Section 6: FO6.03	Executing Arrest Warrants	Suggest this policy should be a general order that applies to all deputy. Since it is in the Fugitive section, a deputy could imply that it only applies to deputies that work in fugitive.
Section 7: FO7.01	Sex Offender Monitoring	Policy needs to be reviewed based on recent case law. No additions for law enforcement function.
Section 8: FO8.01	Transportation - Custody Orders: General	This policy could apply to any deputy, so it is suggested this policy be changed to a general order.
Section 8: FO8.02	Transport Procedures	This policy could apply to any deputy, so it is suggested this policy be changed to a general order.
Section 8: FO8.03	Special Transports	This policy could apply to any deputy, so it is suggested this policy be changed to a general order.
Section 8: FO8.04	Services of Orders	This policy could apply to any deputy, so it is suggested this policy be changed to a general order.
Section 8: FO8.05	Prison Trips	No additions
Section 9: FO9.01	Approaching the Traffic Violator	No additions
Section 9: FO9.02	Not in Effect	No additions
Section 9: FO9.03	Motorist Assistance	No additions
Section 9: FO9.04	Parking Enforcement	There is another policy regarding parking enforcement and the policies are different.
Section 9: FO9.05	Impaired Driver Processing	No additions

Section 9: FO9.06	Not in Effect	Under a general order.
Section 9: FO9.07	Vehicle Towing	This policy will need to be reviewed and additional policies in place for towing during arrest or criminal investigations. This includes policy on inventory of a towed vehicle, when deputies will tow. Etc.
Section 9: FO9.08	Hazardous Material Incidents	No additions
Section 9: FO9.09	Immunity Status	No additions
Section 9: FO9.10	Vehicle Maintenance	No additions
Section 9: FO9.11	Checking Stations	No additions
Section 10: F10.01	Use of Funeral Escort Vehicles	No additions
Section 10: F10.02	Funeral Escort Documentation	No additions
Section 10: F10.03	Funeral Escort Route Planning	No additions
Section 10: F10.04	Conducting Funeral Escorts	No additions
Section 10: F10.05	Special Assignments	No additions
Section 11:FO11.01	Riot plan	Policy will need updating to reflect patrol and detective function during an event.
Section 11:FO11.02	Crisis Negotiations	No additions
Section 11:FO11.03	Bomb Threat	Policy will need updating to reflect patrol and detective function during an event.
Section 11:FO11.04	Adverse Weather	Policy will need updating to reflect patrol and detective function during a weather event.
Section 11:FO11.05	Natural Disaster	Policy will need updating to reflect patrol and detective function during an event.
Section 11:FO11.06	Mass Arrest	No additions
Section 11:FO11.07	Emergency Preparedness - Catastrophic Incident/Terrorist Attack	Policy will need updating to reflect patrol and detective function during an event.

<b>Policies Needed or not provided</b>	Body Worn Camera	The use of BWC is part of other policies; however, there needs to be policies developed that specifically deal with BWC, calls for service and criminal investigations.
	Criminal Process	Policies needed that address the criminal process to include obtaining warrants.
	Confinement of Arrestees and Booking Procedures	MCSO has several policies that could be combined to address these area of concerns
	Management of Subjects with Mental Illness/Extreme Duress	Policies needed.
	Search Definitions	Policies needed to address searches from a patrol and criminal investigations perspective.
	Conducting Person Searches	Policies needed to address searches from a patrol and criminal investigations perspective.
	Conducting Searches of Structures	Policies needed to address searches from a patrol and criminal investigations perspective.
	Conducting Vehicle Searches	Policies needed to address searches from a patrol and criminal investigations perspective.
	Search Warrants	Policies needed.
	Use of Interview Rooms/processes	Policies needed.
	Eyewitness Identification Procedure	Policies needed.
	Requesting Protected Health Information	Policies needed.
	Seizure of Electronic Evidence	Policies needed.
	Domestic Violence	Policies needed that address handling calls for service and expectations.
	Victim and Witness Assistance	Policies needed.
	False Alarms	Policies needed.
	Towing Vehicles	Policies needed that address this issue from patrol and criminal investigations perspective.
	Passive Protest and Peaceful Demonstrations	Policies needed.



	Arbitrary Profiling	Policies needed.
	Diplomatic Immunity, Consular and Military Notification Procedure	Policies needed.
	Electronic Recording of Interviews/Interrogations	Policies needed.
	Submitting Impounded Property	Policies needed that address this issue from patrol and criminal investigations perspective.
	Evidence Management	Policies needed that address this issue from patrol and criminal investigations perspective.
	Release of Property	Policies needed that address this issue from patrol and criminal investigations perspective.
	Disposition and Release of Evidence in Non-Productive Cases	Policies needed that address this issue from patrol and criminal investigations perspective.
	Laboratory Analysis of Evidence/SBI lab rules	Policies needed.
	Property Seized from Pawn Shops	Policies needed.
	Currency/Asset Forfeiture	Policies needed that address this issue from patrol and criminal investigations perspective.
	Deconfliction Policy	Policies needed.
	Vice, Drug, and Organized Crime Complaints	Policies needed.
	Confidential Informant Guidelines	Policies needed.
	Substantial Assistance	Policies needed.
	Criminal Intelligence	Policies needed.
	First Amendment Activities	Policies needed.
	Use of Public Records and Department Information	Policies needed.
	District Attorney's Papering Process	Policies needed.
	Clandestine Drug Laboratories	Policies needed.
	Interpreting and Translating Services	Policies needed.
	Juvenile Procedures	Policies needed that address this issue from patrol and criminal investigations perspective.

	Field Training (New Deputy)	Policies needed that address this issue from patrol and criminal investigations perspective.
	Patrol Operations	Policies needed.
	Body Armor	Policies needed.
	Missing Persons	Policies needed that address this issue from patrol and criminal investigations perspective.
	Traffic Accident Investigations/Major Crash	Policies needed.
	Acting as Agent	Policies needed.
	Crime Prevention	Develop a crime prevention program including roles, responsibilities.
	Criminal Investigations Unit	Policies needed.
	Traffic Direction	Policies needed.
	Controlled Substance Tax	Policies needed.
	School Resource Officer Policy	Policies needed.
	Crime Scene Search	Policies needed.
	Hiring and Recruitment	Policies needed.
	Lakes Patrol	Policy and procedure for lakes enforcement.

## Appendix 9:

### Cost Projection Worksheets – Providing Police Services to the Unincorporated Areas of Mecklenburg County – Pineville Police Department Option

	Total Project Costs =		Contingency		Total											
Projected Costs =	\$	19,510,522.63	\$1,560,841.81	\$	21,071,364.44			88		19						
Column Totals			\$	9,749,442.26		\$1,137,668.81		\$3,186,828.48		\$772,864.67	\$	564,940.00	\$4,098,778.41	\$	9,592,245.75	
			Salary Per	Extended	Uniform			Charger	Vehicle	Interceptor			Other			
Description	Number of	Position with	Salary with	Per	Uniform	Vehicle Charger	Extended Costs	Extended Costs	Interceptor	Extended Costs	Facilities &	Equipment &	Supplies/Costs	Capital Costs		
	Positions/ Quantity	[Fringe]	Benefits	Position	Extended Cost	Equipped					Furniture					
PATROL																
Patrol Deputy	52	\$	78,545.25	\$	4,084,353.00	\$10,438.27	\$	542,790.04	\$	36,213.96	\$	1,883,125.92		\$	2,290,218.45	
Patrol Corporal	8	\$	81,887.46	\$	655,099.68	\$10,438.27	\$	83,506.16	\$	36,213.96	\$	289,711.68		\$	352,341.30	
Patrol Sergeant	8	\$	101,192.57	\$	809,540.56	\$10,438.27	\$	83,506.16	\$	36,213.96	\$	289,711.68		\$	352,341.30	
Patrol Captain	6	\$	120,777.87	\$	724,667.22	\$10,438.27	\$	62,629.62	\$	-	\$	42,222.35	\$	253,334.10	\$	300,306.32
Patrol Major	1	\$	136,144.56	\$	136,144.56	\$10,438.27	\$	10,438.27	\$	-	\$	42,222.35	\$	42,222.35	\$	50,051.05
Administrative Assistant/Patrol	1	\$	63,254.27	\$	63,254.27											
Active Shooter Kits (\$868.00 ea.)	101												\$	87,668.00	\$	87,668.00
Remington 870 /\$463	101												\$	46,763.00	\$	46,763.00
Patrol Rifles /\$812 ea.	101												\$	82,012.00	\$	82,012.00
Magazines and Supplies /\$30.00 ea.	101												\$	3,030.00		
Canine Deputy	2	\$	78,545.25	\$	157,090.50	\$10,438.27	\$	20,876.54		\$	42,222.35	\$	84,444.70		\$	100,102.11
Dogs	2												\$	60,000.00	\$	50,000.00
School Resource	3	\$	73,871.10	\$	221,613.30	\$10,438.27	\$	31,314.81	\$	36,213.96	\$	108,641.88		\$	132,127.99	
Bomb/Deputy	1	\$	73,871.10	\$	73,871.10	\$10,438.27	\$	10,438.27		\$	42,222.35	\$	42,222.35		\$	50,051.05
Crime Prevention	1	\$	73,871.10	\$	73,871.10	\$10,438.27	\$	10,438.27	\$	36,213.96	\$	36,213.96			\$	44,042.66
Crime Prevention Materials & Signs														\$10,000.00		
Lakes Enforcement	4	\$	73,871.10	\$	295,484.40	\$10,438.27	\$	41,753.08	\$	36,213.96	\$	144,855.84			\$	176,170.65
Lakes Enforcement/Sergeant	1	\$	94,952.33	\$	94,952.33	\$10,438.27	\$	10,438.27		\$	42,222.35	\$	42,222.35		\$	50,051.05
Boat (24')	1												\$	125,000.00	\$	125,000.00
Boat Trailer	1												\$	3,500.00	\$	3,500.00
Boat (Center Console)	2												\$	28,500.00	\$	28,500.00
Boat Trailer	2												\$	3,000.00	\$	3,000.00
F350 Truck	2												\$	59,000.00	\$	59,000.00
ATV	2												\$	17,000.00	\$	17,000.00
ATV Trailer	1												\$	3,000.00	\$	3,000.00
Fuel & Maintenance	1												\$	68,000.00		
Boat House (Construction -Land Not Included)													\$	30,000.00	\$	30,000.00
PATROL DIVISION OFFICES (Four/4)																
Lease (3,500 square feet each)	4										\$	350,000.00				
Interior & Exterior Cameras/Control DVR	4												\$	59,200.00	\$	59,200.00
Door Access	4												\$	50,000.00	\$	50,000.00
Desk Top Computers	4												\$	60,000.00	\$	60,000.00
Lockers	4										\$	10,000.00		\$	10,000.00	
Furniture, Work Stations	4										\$	178,400.00		\$	178,400.00	
Copier	4												\$	20,000.00		
Evidence Lockers	4												\$	50,000.00	\$	50,000.00
Speed Detection (Radar)	20												\$	53,079.00	\$	53,079.00
ANIMAL CARE & CONTROL																
Animal Control Officer	5	\$	65,546.15	\$	327,730.75	\$ 6,968.92	\$	34,844.60							\$	26,133.45
Animal Control/Supervisor	1	\$	74,789.95	\$	74,789.95	\$ 6,968.92	\$	6,968.92							\$	5,226.69
SUV/Van (Equipped)	3								\$	37,329.02	\$	111,987.06			\$	111,987.06
Equipment & Supplies (3 trucks)	3												\$	4,125.00	\$	4,125.00
Housing Animals	1												\$	100,000.00		

Description	Number of Positions/ Quantity	Salary Per Position with [Fringe]	Extended Salary with Benefits	Uniform Per Position	Uniform Extended Cost	Vehicle Charger Equipped	Charger Extended Costs	Vehicle Interceptor Equipped	Interceptor Extended Costs	Facilities & Furniture	Other Equipment & Supplies/Costs	Capital Costs
<b>CRIMINAL INVESTIGATIONS</b>												
Detective/Deputy	11	\$ 73,871.10	\$ 812,582.10	\$10,438.27	\$ 114,820.97	\$ 36,213.96	\$ 398,353.56					\$ 484,469.29
Detective/Supervisor	2	\$ 95,752.33	\$ 191,504.66	\$10,438.27	\$ 20,876.54			\$ 42,222.35	\$ 84,444.70			\$ 100,102.11
Equipment, Tools & Supplies	13										\$ 13,000.00	\$ 13,000.00
Imprest Fund											\$ 20,000.00	
<b>COMMUNICATIONS</b>												
Pineville PD Option											\$ 679,500.00	\$ 187,000.00
<b>RECORDS MANAGEMENT</b>												
Records Manager	1	\$ 87,535.33	\$ 87,535.33									
Records Clerk	4	\$ 61,793.13	\$ 247,172.52									
Computer Equipment											\$ 16,629.95	\$ 16,629.95
Furniture										\$ 26,540.00		\$ 26,540.00
Leased Copier											\$ 10,000.00	
Office Supplies											\$ 3,000.00	
Records Management System											\$ 300,000.00	\$ 300,000.00
<b>PROPERTY &amp; EVIDENCE</b>												
Crime Scene Search Technician	5	\$ 65,546.15	\$ 327,730.75	\$ 6,931.67	\$ 34,658.35							\$ 25,993.76
Crime Scene Search Supervisor	1	\$ 74,789.95	\$ 74,789.95	\$ 6,931.67	\$ 6,931.67							\$ 5,198.75
SUV/Van Equipped	3							\$ 37,329.02	\$ 111,987.06			\$ 111,987.06
Equipment, tools & Supplies	3										\$ 51,300.00	\$ 38,475.00
Property & Evidence Clerk	1	\$ 61,793.13	\$ 61,793.13									
Evidence Lockers											\$ 24,500.00	\$ 24,500.00
Crime Lab Forensic Services											\$ 39,502.00	
<b>RESEARCH, PLANNING &amp; ANALYSIS</b>												
Crime Analysis Software											\$ 40,000.00	\$ 40,000.00
<b>IT SUPPORT</b>												
	1	\$ 80,000.00	\$ 80,000.00									
<b>HIRING, RECRUITING &amp; TRAINING</b>												
Recruiting/Deputy	1	\$ 73,871.10	\$ 73,871.10	\$10,438.27	\$ 10,438.27	\$ 36,213.96	\$ 36,213.96					\$ 44,042.66
Background Investigations / F3/F8	126										\$ 223,500.00	\$ 223,500.00
Background Investigations /Nonsworn	50										\$ 62,500.00	\$ 62,500.00
Applicant Screening	1000										\$ 37,500.00	\$ 37,500.00
Recruiting Psychological, Medical, Drug Screen (\$600.00 each)	150										\$ 90,000.00	\$ 90,000.00
Training / Firearms											\$ 66,102.23	
Orientation, certification, specialized training											\$ 784,567.23	\$ 784,567.23
<b>MISCELLANEOUS</b>												
Cell Phones (\$28.84/month 400 minute plan)	100										\$ 28,840.00	
Holders (\$20.00 each)	100										\$ 2,000.00	\$ 2,000.00
General Liability Insurance											\$ 26,460.00	
Policy Review											\$ 72,000.00	\$ 72,000.00
Mileage & Maintenance											\$ 185,000.00	
Consultant /Plan Implementation											\$ 300,000.00	300,000
Contingency 8%												\$ 1,560,841.81
Total Expenses	\$ 21,071,364.44											
Less Capital Investment	\$ 9,592,245.75											
Total Operating Costs	\$ 11,479,118.69											